

U.S. Department of Justice

Washington, DC 20530

Exhibit A to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .22 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

Finn Partners, Inc.

2. Registration Number

6212

3. Primary Address of Registrant

301 E. 57th St.
New York, NY 10022

4. Name of Foreign Principal

The Department for International Trade

5. Address of Foreign Principal

3 Whitehall Place
London, SW1A 2AW
England

6. Country/Region Represented

United Kingdom

7. Indicate whether the foreign principal is one of the following:

☒ Government of a foreign country¹☐ Foreign political party☐ Foreign or domestic organization: If either, check one of the following:☐ Partnership☐ Committee☐ Corporation☐ Voluntary group☐ Association☐ Other (*specify*) _____☐ Individual-State nationality _____

8. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant

The Department for International Trade

b) Name and title of official with whom registrant engages

Chantal Robinson
Head of Marketing

¹ "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

9. If the foreign principal is a foreign political party, state:

- a) Name and title of official with whom registrant engages

- b) Aim, mission or objective of foreign political party

10. If the foreign principal is not a foreign government or a foreign political party:

- a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

- | | |
|---|--|
| Supervised by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Owned by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Directed by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Controlled by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Financed by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Subsidized in part by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |

11. Explain fully all items answered "Yes" in Item 10(b).

12. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to Registration Statement, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

4/30/2020

Martin Ettlemyer

Sign



Sign

Sign

Sign

U.S. Department of Justice

Washington, DC 20530

Exhibit B to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .32 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

Finn Partners, Inc.

2. Registration Number

6212

3. Name of Foreign Principal

The Department for International Trade

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and expenses, if any, to be received.
7. What is the date of the contract or agreement with the foreign principal? March 5, 2020
8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Public relations activities to promote the UK's innovation and future facing businesses and the opportunities to collaborate with North American businesses in the UK trade and investment market.

9. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Monitoring media coverage in target market sectors.
 Research on US media sentiments regarding US/UK trade.
 Research on U.S. reporter coverage in target industries.
 Analysis of US/UK trade conversations in US media and social media.

10. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act¹.

Yes ☐ No ☒

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation or dissemination of informational materials.

11. Prior to the date of registration² for this foreign principal did the registrant engage in any registrable activities, such as political activities, for this foreign principal?

Yes ☐ No ☒

If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose
------	---------	--------	---------

12. During the period beginning 60 days prior to the obligation to register ³ for this foreign principal, did the registrant receive from the foreign principal any contribution, income, money, or thing of value either as compensation on, or for disbursement, or otherwise?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value
---------------	-----------	---------	-----------------------

Total

13. During the period beginning 60 days prior to the obligation to register⁴ for this foreign principal, did the registrant spend or disburse any money in furtherance of or in connection with its activities on behalf of the foreign principal?

Yes ☐ No ☒

If yes, set forth below in the required detail and separately an account of such monies, including monies transmitted, if any.

Date	To Whom	Purpose	Amount
------	---------	---------	--------

¹ "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

^{2,3,4} Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to Registration Statement, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

April 30, 2020

Martin Ettlemyer

Sign



Sign

Sign

Sign



**Department for
International Trade**

Windsor House
50 Victoria Street
London
SW1H 0TL

Finn Partners Inc
301 East 57th Street
New York
NY 10022, United States

Issued via email

03 March 2020

Dear Jessica,

**Letter of Appointment for the Provision of PR Agency Services for DIT North America; OJEU
Ref Number: 2019/S 205-499688**

This letter of Appointment is issued in accordance with the provisions of the OJEU Ref Number: 2019/S 205-499688 between DIT and the Agency dated 03 March 2020. This letter and Contract set out the terms of the agreement between The Department for International Trade ("Authority") and Finn Partners ("Contractor") for the provision of the Services.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	Contract Reference: Project_56
	A Purchase Order will be issued with each project commission to cover the costs.
	A Purchase Order will be issued each Financial Year of the Contract for the Management/Retainer Fee Costs (this may be a pro-rata amount of the annual fee payable).
From:	The Secretary of State for the Department for International Trade, with offices at 3 Whitehall Place, London, SW1A 2AW ("Authority")
To:	Finn Partners Inc, with offices are 301 East 57th Street, New York, NY 10022, United States ("Contractor")
Effective Date:	05 March 2020
Expiry Date	End of Initial Period: 05 March 2021
	Extensions available: 2
	Maximum length of each extension: Twelve (12) Months
	Maximum Extension Expiry Date: 07 March 2022
	Minimum written notice to Agency in respect of extension: Thirty (30) days

The Authority may extend the Contract in as many periods as needed up to the maximum length of each overall extension available.

**Services
Required:**

Set out in Schedule 1 (Services).

This Contract has a fixed managed/retained service element as well as projects being commissioned on a brief-by-brief basis, with the Contractor and Authority agreeing the services required as each brief is commissioned.

Key Individuals:

Name	Party	Title
Chantal Robinson	Authority	Head of Marketing (Americas)
Clare Risman	Authority	Head of Marketing (N America),
Catherine Sarreal	Authority	Marketing Campaign Manager USA
Robin Crawford	Contractor	Senior Vice President
Jessica Berk Ross	Contractor	Senior Vice President
Sarah Mars Bowie	Contractor	Senior Account Supervisor
Martha Serna	Contractor	Account Supervisor
Elizabeth Bement	Contractor	Senior Account Executive
Jonny Riddick	Contractor	Account Executive

**Contract
Charges:**

The maximum budget of this contract per annum up to \$180,000 (one hundred and eighty thousand US Dollars) which includes all charges associated with the delivery of the Services.

The total value of this contract including extensions is therefore \$540,000 (five hundred and forty thousand US Dollars). The Authority does not commit to spending up to this value.

The charges include the following:

1. Management/Retainer Fee – this is a fixed monthly fee payable by the Authority to the Contractor for the provision of the retained and management support services as described in Schedules 1 of the Contract Terms.

The Monthly Management Fee is: \$14,925 (fourteen thousand, nine hundred and twenty-five US Dollars)

For the first twelve (12) months of the initial period of this contract, the total Management Fees are: \$179,100 (one hundred and seventy-nine thousand, one hundred US Dollars) - these are the only fixed charges for the contract.

The Authority will review this fee on an annual basis and propose to readjust it according to updated requirements and circumstances. Any change to the

	<p>monthly fee will be executed by Contract Variation (Schedule 5 of the Contract Terms.).</p> <p>Breakdown of the Fee is in Schedule 2 (Pricing) of the Contract Terms.</p> <p>2. Schedule of Rates – this is the rate card that the Agency will use to cost up and quote resources for each brief commissioned under the contract.</p> <p>The Schedule of Rates (Rate Card) can be found in Schedule 2 (Pricing) of the Contract Terms. This comprises the rates submitted by the Contractor as part of their Response to the Invitation to Tender to award this Contract. The Contractor must not exceed these rates but is encouraged to offer discount where possible.</p>
	<p>Insurance Requirements:</p> <p>Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of \$2million for each individual claim</p> <p>Additional employers' liability insurance with a minimum limit of \$5million indemnity</p> <p>Additional professional indemnity insurance adequate to cover all risks in the performance of the Contract with a minimum limit of indemnity of \$1 million for each individual claim.</p>
	<p>Client billing address for invoicing:</p> <p>Valid Invoices should be submitted for payment electronically in PDF format and with the official PO number to the following email address: USA.Supplierinvoices@fco.gov.uk and cc:</p> <p>Chantal Robinson Head of Marketing, Department for International Trade, 885 Second Avenue, New York. NY 10017 Chantal.robinson@mobile.trade.gov.uk</p>
GDPR:	See Call-Off Contract Terms and Conditions Schedule 12 (Processing, Personal Data and Data Subjects)

FORMATION OF CONTRACT

By signing and returning this letter of appointment (which may be done by electronic means) the Contractor agrees to enter a Contract with the Authority to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms. The Parties hereby acknowledge and agree that this Contract shall be formed when the Authority acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Contractor within two (2) Working Days from such receipt.

For and on behalf of the Contractor

Name and Title:

Jessica Ross, Managing Partner

Signature

Date:

March 4, 2020

For and on behalf of the Authority: The Secretary of State for the Department for International Trade

Name and Title:

Philip Havelock, Head of Commercial

Signature:

P.L. Havelock

Date:

6 March 2020



Department for
International Trade

Contract for the Provision of PR Agency Services

March 2020

Jaggaer Reference Number: Project_56

www.gov.uk/dit

March 2020

SECTION 1:

FORM OF CONTRACT

PARTIES:

- (1) THE SECRETARY OF STATE FOR THE DEPARTMENT FOR INTERNATIONAL TRADE.
3 Whitehall Place, London, SW1A 2AW (the “**Authority**”);

AND

- (2) Finn Partners Inc, 301 East 57th Street, New York, NY 10022, United States (the
“**Contractor**”)

(each a “**Party**” and together the “**Parties**”).

WHEREAS

Following a competitive tender process, the Authority wishes to appoint the Contractor to provide certain services and the Contractor agrees to provide those services in accordance with these terms and conditions.

NOW IT IS HEREBY AGREED as follows:

1. TERMS OF CONTRACT

- 1.1 The “**Contract**” comprises the following:

Section 1:	Form of Contract
Section 2:	Terms and Conditions
Schedule 1:	Services
Schedule 2:	Prices
Schedule 3:	Governance and Contract Management
Schedule 4:	Performance Management Framework
Schedule 5:	Change Control
Schedule 6:	Approved Sub-Contractor's List
Schedule 7:	Key Personnel
Schedule 8:	Commercially Sensitive Information
Schedule 9:	Travel and Subsistence
Schedule 10:	Contractor and Third Party Software
Schedule 11:	Security Requirements, Policy and Plan
Schedule 12:	Processing, Personal Data and Data Subjects
Schedule 13:	Joint Controller Agreement
Schedule 14:	Contractor's Proposal

- 1.2 Execution of the Contract is carried out in accordance with EU Directive 99/93 (Community framework for electronic signatures) and the Electronic Communications Act 2000. The Contract is formed on the date on which both Parties communicate acceptance of its terms on the Authority's electronic contract management system (“**Jaggaer**”).

- 1.3 The Contract starts on [insert date] (the “**Commencement Date**”) and ends on [insert date] (the “**End Date**”) unless it is terminated early or extended in accordance with the Contract.

- 1.4 The Authority may extend the term of the Contract for up to a maximum twenty four (24) months ("**Extension**"). The terms of the Contract will apply throughout the period of any Extension.

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TERMS AND CONDITIONS

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A GENERAL PROVISIONS

A1 Definitions and Interpretation

1. Unless the context otherwise requires the following terms shall have the meanings given to them below:

Term	Meaning
“Affected Party”	means the Party seeking to claim relief in respect of a Force Majeure Event.
“Agreement”	means this contract
“Affiliate”	means in relation to a body corporate, any other entity which directly or indirectly Controls is Controlled by, or is under direct or indirect common Control with, that body corporate from time to time.
“Approval” and “Approved”	means the prior written consent of the Authority.
“Authorised Representative”	means the Authority representative named in the CCN as authorised to approve agreed Variations.
“Authority”	means The Secretary of State for the Department for International Trade of 3 Whitehall Place, London, SW1A 2AW
“Authority Data”	means: (a) the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, and which are: (i) supplied to the Contractor by or on behalf of the Authority; or (ii) which the Contractor is required to generate, process, store or transmit pursuant to the Contract; or (b) any Personal Data for which the Authority is the Data Controller.
“Authority Premises”	means any premises owned, occupied or controlled by the Authority or any other Crown Body which are made available for use by the Contractor or its Sub-Contractors for provision of the Services.
“Authority Software”	means software which is owned by or licensed to the Authority (other than under or pursuant to the Contract) and which is or will be used by the Contractor for the purposes of providing the Services.
“Authority System”	means the Authority’s computing environment (consisting of hardware, software and/or telecommunications networks or equipment) used by the Authority or the Contractor in connection with the Contract which is owned by or licensed to the Authority by a third party and which interfaces with the Contractor System or which is necessary for the Authority to receive the Services.
“Breach of Security”	means the occurrence of unauthorised access to or use of the Premises, the Services, the Contractor System, or any ICT or data (including Authority Data) used by the Authority or the Contractor in connection with the Contract.
“BPSS”	means the HMG Baseline Personnel Security Standard for Government employees.

“CCN”	means a change control notice in the form set out in Schedule 5.
“Commencement Date”	means the date set out in paragraph 1.3 of the Form of Contract.
“Commercially Sensitive Information”	<p>means the information listed in Schedule 8 comprising the information of a commercially sensitive nature relating to:</p> <ul style="list-style-type: none"> (a) the Price; (b) details of the Contractor’s Intellectual Property Rights; and (c) the Contractor’s business and investment plans <p>which the Contractor has indicated to the Authority that, if disclosed by the Authority, would cause the Contractor significant commercial disadvantage or material financial loss.</p>
“Confidential Information”	<p>means any information which has been designated as confidential by either Party in writing or that ought to be considered as confidential (however it is conveyed or on whatever media it is stored) including information the disclosure of which would, or would be likely to, prejudice the commercial interests of any person or trade secrets or Intellectual Property Rights of either Party and all personal data and sensitive personal data within the meaning of the DPA. Confidential Information shall not include information which:</p> <ul style="list-style-type: none"> (a) was public knowledge at the time of disclosure otherwise than by breach of clause E4; (b) was in the possession of the receiving Party, without restriction as to its disclosure, before receiving it from the disclosing Party; (c) is received from a third party (who lawfully acquired it) without restriction as to its disclosure; or (d) is independently developed without access to the Confidential Information.
“Contract”	has the meaning given in paragraph 1.1 of the Form of Contract.
“Contract Period”	<p>means the period from the Commencement Date to:</p> <ul style="list-style-type: none"> (a) the End Date; or (b) following an Extension, the end date of the Extension <p>or such earlier date of termination or partial termination of the Contract in accordance with the Law or the Contract.</p>
“Contracting Authority”	means any contracting authority (other than the Authority) as defined in regulation 3 of the Regulations.
“Contract Change Notice”	means the notice through which changes to the contract will be authorised.
“Contract Review”	means the review of the provision of the Services as detailed in Clause F2
“Contract Review Report”	means the report that the Authority may produce

“Contractor Equipment”	means the hardware, computer and telecoms devices and equipment supplied by the Contractor or its Sub-Contractor (but not hired, leased or loaned from the Authority) for the provision of the Services.
“Contractor Software”	means software, which is proprietary to the Contractor, including software which is or will be used by the Contractor for the purposes of providing the Services and which is set out in Schedule 10.
“Contractor System”	means the information and communications technology system used by the Contractor in performing the Services including the Software, the Contractor Equipment and related cabling (but excluding the Authority System).
“Control”	means that a person possesses, directly or indirectly, the power to direct or cause the direction of the management and policies of the other person (whether through the ownership of voting shares, by contract or otherwise) and “Controls” and “Controlled” shall be interpreted accordingly.
"Controller" , "Processor" , "Data Subject", "Personal Data" , "Personal Data Breach" and "Data Protection Officer"	take the meaning given in the GDPR.
“Copyright”	means as it is defined in s.1 of Part 1 Chapter 1 of the Copyright, Designs and Patents Act 1988.
“Crown”	means the government of the United Kingdom (including the Northern Ireland Executive Committee and Northern Ireland Departments, the Scottish Executive and the National Assembly for Wales), including, but not limited to, government ministers, government departments, government offices and government agencies and “Crown Body” is an emanation of the foregoing.
“Cyber Essentials Certificate”	means the certification awarded on the basis of self-assessment, verified by an independent certification body, under the Cyber Essentials Scheme and is the basic level of assurance;
“Cyber Essentials Data”	means information as referred to in the Cyber Essentials Scheme;
“Cyber Essentials Scheme”	means the Cyber Essentials Scheme developed by the Government which provides a clear statement of the basic controls all organisations should implement to mitigate the risk from common internet based threats. Details of the Cyber Essentials scheme can be found here: https://www.gov.uk/government/publications/cyber-essentials-scheme-overview
"Data Loss Event"	means any event that results, or may result, in unauthorised access to Personal Data held by the Contractor under this Agreement, and/or actual or potential loss and/or destruction of Personal Data in breach of this Agreement, including any Personal Data Breach.
“Data Protection Legislation”	means (i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time (ii) the DPA 2018 [subject to Royal Assent] to the extent that it relates to processing of personal data and privacy;

	(iii) all applicable Law about the processing of personal data and privacy;
"Data Protection Impact Assessment"	means an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data.
"Database Rights"	means as rights in databases are defined in s.3A of Part 1 Chapter 1 of the Copyright, Designs and Patents Act 1988.
"Data Subject Request"	means a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data.
"Default"	means any breach of the obligations of the relevant Party (including abandonment of the Contract in breach of its terms, repudiatory breach or breach of a fundamental term) or any other default, act, omission, negligence or statement of the relevant Party or the Staff in connection with the subject-matter of the Contract and in respect of which such Party is liable to the other.
"DOTAS"	means the Disclosure of Tax Avoidance Schemes rules which require a promotor of tax schemes to tell HMRC of any specified notifiable arrangements or proposals and to provide prescribed information on those arrangements or proposals within set time limits as contained in Part 7 of the Finance Act 2004 and in secondary legislation made under vires contained in Part 7 of the Finance Act and as extended to NICs by the National Insurance (Application of Part 7 of the Finance Act 2004) regulations 2012, SI 2012/1868 made under section 132A of the Social Security Administration Act 1992.
"DPA 2018"	means Data Protection Act 2018
"EIR"	means the Environmental Information Regulations 2004 (SI 2004/3391) and any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such regulations.
"End Date"	means the date set out in paragraph 1.3 of the Form of Contract.
"Equipment"	means the Contractor's equipment, consumables, plant, materials and such other items supplied and used by the Contractor in the delivery of the Services.
"Extension"	has the meaning given in paragraph 1.4 of the Form of Contract.
"FOIA"	means the Freedom of Information Act 2000 and any subordinate legislation made under that Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation.
"Force Majeure Event"	means any event outside the reasonable control of either Party affecting its performance of its obligations under the Contract arising from acts, events, omissions, happenings or non-happenings beyond its reasonable control and which are not attributable to any wilful act, neglect or failure to take reasonable preventative action by that Party, including acts of God, riots, war or armed conflict, acts of terrorism, acts of government, local government or regulatory bodies, for flood, storm or earthquake, or disaster but excluding any industrial dispute relating to the Contractor or the Staff or any other failure in the Contractor's supply chain.
"Form of Contract"	means Section 1 of the Contract.
"General Anti-Abuse Rule"	means:

	<p>(a) the legislation in Part 5 of the Finance Act 2013; and</p> <p>(b) any future legislation introduced into parliament to counteract tax advantages arising from abusive arrangements to avoid NICs.</p>
"GDPR"	means the General Data Protection Regulation (<i>Regulation (EU) 2016/679</i>)
"Good Industry Practice"	means standards, practices, methods and procedures conforming to the Law and the degree of skill and care, diligence, prudence and foresight which would reasonably and ordinarily be expected from a skilled and experienced person or body engaged in a similar type of undertaking under the same or similar circumstances.
"Halifax Abuse Principle"	means the principle explained in the CJEU Case C-255/02 Halifax and others.
"ICT"	means Information Communications Technology and includes a diverse set of technological tools and resources used to communicate, and to create, disseminate, store and manage information, including computers, the Internet, broadcasting technologies (radio and television), and telephony.
"Joint Controllers"	means where two or more Controllers jointly determine the purposes and means of processing
"Security Policy Framework"	means the HMG Security Policy Framework (available from the Cabinet Office's Government Security Secretariat) as updated from time to time.
"HMRC"	means HM Revenue & Customs.
"ICT Environment"	means the Authority System and the Contractor System.
"Information"	has the meaning given under section 84 of the FOIA.
"Initial Contract Period"	means the period from the Commencement Date to the End Date.
"Intellectual Property Rights"	means patents, utility models, inventions, trademarks, service marks, logos, design rights (whether registrable or otherwise), applications for any of the foregoing, copyright, database rights, domain names, plant variety rights, Know-How, trade or business names, moral rights and other similar rights or obligations whether registrable or not in any country (including but not limited to the United Kingdom) and the right to sue for passing off.
"ITEPA"	means the Income Tax (Earnings and Pensions) Act 2003.
"Key Personnel"	means those persons named in Schedule 7 as key personnel.
"Know-How"	means all information not in the public domain held in any form (including without limitation that comprised in or derived from drawings, data formulae, patterns, specifications, notes, samples, chemical compounds, biological materials, computer software, component lists, instructions, manuals, brochures, catalogues and process descriptions and scientific approaches and methods).
"Law"	means any law, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of Section 2 of the European Communities Act 1972, regulation, order, regulatory policy, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements with which the Processor is bound to comply
"LED"	means Law Enforcement Directive (<i>Directive (EU) 2016/680</i>)
"Malicious Software"	means any software program or code intended to destroy, interfere with, corrupt, or cause undesired effects on program files, data or

	other information, executable code or application software macros, whether or not its operation is immediate or delayed, and whether the malicious software is introduced wilfully, negligently or without knowledge of its existence.
“Material Breach”	means a breach (including an anticipatory breach) that is serious in the widest sense of having a serious effect on the benefit which the Authority would otherwise derive from: (a) a substantial portion of the Contract; or (b) any of the obligations set out in clauses A6, D1, E1, E2, E3, E4, E7, E8, E10 or E11.
“Month”	means calendar month.
“NICs”	means National Insurance Contributions.
“Occasion of Tax Non-Compliance”	means: (a) any tax return of the Contractor submitted to a Relevant Tax Authority on or after 1 October 2012 which is found on or after 1 April 2013 to be incorrect as a result of: i) a Relevant Tax Authority successfully challenging the Contractor under the General Anti-Abuse Rule or the Halifax Abuse principle or under any tax rules or legislation that have an effect equivalent or similar to the General Anti-Abuse Rule or the Halifax Abuse Principle; ii) the failure of an avoidance scheme which the Contractor was involved in, and which was, or should have been, notified to the Relevant Tax Authority under the DOTAS or any equivalent or similar regime; and/or (b) any tax return of the Contractor submitted to a Relevant Tax Authority on or after 1 October 2012 gives rise on or after 1 April 2013 to a criminal conviction in any jurisdiction for tax related offences which is not spent at the Commencement Date or to a civil penalty for fraud or evasion.
“Party”	means a Party to this Agreement
“Premises”	means the location where the Services are to be supplied as set out in the Specification.
“Price”	means the price (excluding any applicable VAT) payable to the Contractor by the Authority under the Contract, as set out in Schedule 2 for the full and proper performance by the Contractor of its obligations under the Contract.
“Processor Personnel”	means all directors, officers, employees, agents, consultants and contractors of the Processor and/or of any Sub-Processor engaged in the performance of its obligations under this Agreement
“Jaggaer”	has the meaning given in paragraph 1.2 of the Form of Contract.
“Prohibited Act”	means: (a) to directly or indirectly offer, promise or give any person working for or engaged by the Authority a financial or other advantage to:

	<ul style="list-style-type: none"> i) induce that person to perform improperly a relevant function or activity; or ii) reward that person for improper performance of a relevant function or activity; <p>(b) to directly or indirectly request, agree to receive or accept any financial or other advantage as an inducement or a reward for improper performance of a relevant function or activity in connection with the Contract;</p> <p>(c) an offence:</p> <ul style="list-style-type: none"> i) under the Bribery Act 2010 (or any legislation repealed or revoked by such Act); ii) under legislation or common law concerning fraudulent acts; or iii) the defrauding, attempting to defraud or conspiring to defraud the Authority; <p>(d) any activity, practice or conduct which would constitute one of the offences listed under (c) above if such activity, practice or conduct has been carried out in the UK.</p>
"Property"	means the property, other than real property, issued or made available to the Contractor by the Authority in connection with the Contract.
"Protectively Marked"	shall have the meaning as set out in the Security Policy Framework.
"Protective Measures"	means appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it those outlined in Schedule 11(Security).
"Purchase Order"	means the document in which the Authority specifies the Services which are to be supplied by the Contractor under the Contract.
"Quality Standards"	means the quality standards published by BSI British Standards, the National Standards Body of the United Kingdom, the International Organisation for Standardization or other reputable or equivalent body (and their successor bodies) that a skilled and experienced operator in the same type of industry or business sector as the Contractor would reasonably and ordinarily be expected to comply with, and as may be further detailed in Schedule 1.
"Receipt"	means the physical or electronic arrival of the invoice at the address specified in clause A4.4 or at any other address given by the Authority to the Contractor for the submission of invoices from time to time.
"Regulations"	means the Public Contract Regulations 2015 (SI 2015/102).

“Regulatory Body”	means a government department and regulatory, statutory and other entities, committees, ombudsmen and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in the Contract or any other affairs of the Authority.
“Relevant Conviction”	means a conviction that is relevant to the nature of the Services or as listed by the Authority and/or relevant to the work of the Authority.
“Relevant Requirements”	means all applicable Law relating to bribery, corruption and fraud, including the Bribery Act 2010 and any guidance issued by the Secretary of State for Justice pursuant to section 9 of the Bribery Act 2010.
“Relevant Tax Authority”	means HMRC or, if applicable, a tax authority in the jurisdiction in which the Contractor is established.
“Replacement Contractor”	means any third party supplier appointed by the Authority to supply any services which are substantially similar to any of the Services in substitution for any of the Services following the expiry, termination or partial termination of the Contract.
“Request for Information”	means a request for information under the FOIA or the EIR.
“Restricted Country”	means: <ul style="list-style-type: none"> a) any country outside the European Economic Area; and b) any country not deemed adequate by the European Commission pursuant to Article 25(6) of Directive 95/46/EC.
“Results”	means any guidance, specifications, reports, studies, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models, designs or other material which is: <ul style="list-style-type: none"> a) prepared by or for the Contractor for use in relation to the performance of its obligations under the Contract; or b) the result of any work done by the Contractor, the Staff or any Sub-Contractor in relation to the provision of the Services.
“Returning Employees”	means those persons agreed by the Parties to be employed by the Contractor (and/or any Sub-Contractor) wholly or mainly in the supply of the Services immediately before the end of the Contract Period.
“Security Plan”	means the Contractor’s security plan prepared pursuant to paragraph 3 an outline of which is set out in an Appendix to this Schedule 11.
“Services”	means the services set out in Schedule 1 including any modified or alternative services.
“Software”	means Specially Written Software, Contractor Software and Third Party Software.
“Specially Written Software”	means any software created by the Contractor (or by a third party on behalf of the Contractor) specifically for the purposes of this Contract.
“Specification”	means the description of the Services to be supplied under the Contract as set out in Schedule 1 including, where appropriate, the Premises and the Quality Standards.
“SSCBA”	means the Social Security Contributions and Benefits Act 1992.

"Staff"	means all persons employed by the Contractor to perform its obligations under the Contract together with the Contractor's servants, agents, suppliers and Sub-Contractors used in the performance of its obligations under the Contract.
"Sub-Contract"	means a contract between 2 or more suppliers, at any stage of remoteness from the Authority in a sub-contracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or any part of the Contract and "Sub-Contractor" shall be construed accordingly.
"Sub-processor"	means any third Party appointed to process Personal Data on behalf of the Contractor related to this Agreement
"Tender"	means the document submitted by the Contractor to the Authority in response to the Authority's invitation to suppliers for formal offers to supply the Services.
"TFEU"	means the Treaty on the Functioning of the European Union.
"Third Party IP Claim"	has the meaning given to it in clause E8.7 (Intellectual Property Rights).
"Third Party Software"	means software which is proprietary to any third party which is or will be used by the Contractor to provide the Services including the software and which is specified as such in Schedule 10.
"Treaties"	means the Treaty on European Union and the TFEU.
"TUPE"	means the Transfer of Undertakings (Protection of Employment) Regulations 2006.
"TUPE Information"	means the information set out in clause B17.1.
"Valid Invoice"	means an invoice containing the information set out in clause C2.5.
"Variation"	means a variation to the Specification, the Price or any of the terms or conditions of the Contract.
"VAT"	means value added tax charged or regulated in accordance with the provisions of the Value Added Tax Act 1994.
"Working Day"	means a day (other than a Saturday or Sunday) on which banks are open for general business in the City of London.

2. *In the Contract, unless the context implies otherwise:*

- (a) *the singular includes the plural and vice versa;*
- (b) *words importing the masculine include the feminine and the neuter;*
- (c) *reference to a clause is a reference to the whole of that clause unless stated otherwise;*
- (d) *references to a person include an individual, company, body corporate, corporation, unincorporated association, firm, partnership or other legal entity or central Government body;*

- (e) *the words “other”, “in particular”, “for example”, “including” and similar words shall not limit the generality of the preceding words and shall be construed as if they were immediately followed by the words “without limitation”;*
- (f) *headings are included for ease of reference only and shall not affect the interpretation or construction of the Contract;*
- (g) *a reference to any Law includes a reference to that Law as amended, extended, consolidated or re-enacted from time to time; and*
- (h) *references to the Contract are references to the Contract as amended from time to time.*

A2 The Authority’s Obligations

- A2.1 Save as otherwise expressly provided, the obligations of the Authority under the Contract are obligations of the Authority in its capacity as a contracting counterparty and nothing in the Contract shall operate as an obligation upon, or in any other way fetter or constrain the Authority in any other capacity, and the exercise by the Authority of its duties and powers in any other capacity shall not lead to any liability (howsoever arising) on the part of the Authority to the Contractor.

A3 Contractor’s Status

- A3.1 The Contractor shall be an independent contractor and nothing in the Contract shall create a contract of employment, a relationship of agency or partnership or a joint venture between the Parties and accordingly neither Party shall be authorised to act in the name of, or on behalf of, or otherwise bind the other Party save as expressly permitted by the terms of the Contract.
- A3.2 The Contractor shall not (and shall ensure that any other person engaged in relation to the Contract shall not) say or do anything that might lead any other person to believe that the Contractor is acting as the agent or employee of the Authority.

A4 Notices and Communications

- A4.1 Subject to clause A4.3, where the Contract states that a notice or communication between the Parties must be “written” or “in writing” it is not valid unless it is made by letter (sent by hand, first class post, recorded delivery or special delivery) or by email or by communication via Jaggaer.
- A4.2 If it is not returned as undelivered a notice served:
- (a) in a letter is deemed to have been received two (2) Working Days after the day it was sent; and
 - (b) in an email is deemed to have been received four (4) hours after the time it was sent provided it was sent on a Working Day

or when the other Party acknowledges receipt, whichever is the earlier.

A4.3 Notices pursuant to clauses G3 (Force Majeure), I2 (Dispute Resolution) or to terminate the Contract or any part of the Services are valid only if served in a letter by hand, recorded delivery or special delivery.

A4.4 Notices shall be sent to the addresses set out below or at such other address as the relevant Party may give notice to the other Party for the purpose of service of notices under the Contract:

(a) For the Authority:

Contact Name: Chantal Robinson

Address: 1 Dag Hammarskjold Plaza, 885 2nd Avenue, 27th Floor, New York, NY 10017 USA and

Email: chantal.robinson@mobile.trade.gov.uk

(b) For the Contractor:

Contact Name: Jessica Berk Ross

Address: Finn Partners Inc, 301 East 57th Street, New York, NY 10022, United States

Email: jessica.ross@finnpartners.com

A5 Mistakes in Information

A5.1 The Contractor is responsible for the accuracy of all drawings, documentation and information supplied to the Authority by the Contractor in connection with the Services and shall pay the Authority any extra costs occasioned by any discrepancies, errors or omissions therein.

A6 Conflicts of Interest

A6.1 The Contractor shall take appropriate steps to ensure that neither the Contractor nor any Staff is placed in a position where, in the reasonable opinion of the Authority, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Contractor and the duties owed to the Authority under the provisions of the Contract. The Contractor will notify the Authority without delay giving full particulars of any such conflict of interest which may arise.

A6.2 The Authority may terminate the Contract immediately by notice and/or take or require the Contractor to take such other steps it deems necessary if, in the Authority's reasonable opinion, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Contractor and the duties owed to the Authority under the provisions of the Contract. The actions of the Authority pursuant to this clause A6 shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereafter accrue to the Authority.

B. THE SERVICES

B1 Specification of Requirement

- B1.1 In consideration of the Contractor supplying the Services the Contractor shall be paid the Price.

B2 Provision and Removal of Equipment

- B2.1 The Contractor shall provide all the Equipment and resource necessary for the supply of the Services.
- B2.2 The Contractor shall not deliver any Equipment to nor begin any work on the Premises without obtaining Approval.
- B2.3 All Equipment brought onto the Premises shall be at the Contractor's own risk and the Authority shall have no liability for any loss of or damage to any Equipment unless the Contractor is able to demonstrate that such loss or damage was caused or contributed to by the Authority's Default. The Contractor shall provide for the haulage or carriage thereof to the Premises and the removal of Equipment when no longer required at its sole cost.
- B2.4 Unless otherwise agreed, Equipment brought onto the Premises will remain the property of the Contractor.
- B2.5 If the cost of any Equipment is reimbursed to the Contractor such Equipment shall be the property of the Authority and shall on request be delivered to the Authority as directed by the Authority. The Contractor will keep a full and accurate inventory of such Equipment and will deliver that inventory to the Authority on request and on completion of the Services.
- B2.6 The Contractor shall maintain all Equipment in a safe, serviceable and clean condition.
- B2.7 The Contractor shall, at the Authority's written request, at its own expense and as soon as reasonably practicable:
- (a) remove immediately from the Premises Equipment which is, in the Authority's opinion, hazardous, noxious or not supplied in accordance with the Contract; and
 - (b) replace such item with a suitable substitute item of Equipment.
- B2.8 Within twenty (20) Working Days following the end of the Contract Period, the Contractor shall remove the Equipment together with any other materials used by the Contractor to supply the Services and shall leave the Premises in a clean, safe and tidy condition. The Contractor shall make good any damage to those Premises and any fixtures and fitting in the Premises which is caused by the Contractor or Staff.

B3 Delivery

- B3.1 The Contractor shall at all times comply with the Quality Standards and, where applicable, shall maintain accreditation with the relevant Quality Standards authorisation body. To the extent that the standard of the Service has not been specified in the Contract, the Contractor shall agree the relevant standard of the Services with the Authority prior to the supply of the Services and, in any event, the Contractor shall perform its obligations under the Contract in accordance with the Law and Good Industry Practice.
- B3.2 The Contractor shall ensure that all Staff supplying the Services do so with all due skill, care and diligence and shall possess such qualifications, skills and experience as are necessary

for the proper supply of the Services. The Contractor shall ensure that those Staff are properly managed and supervised.

B3.3 If the Specification includes installation of equipment the Contractor shall notify the Authority in writing when it has completed installation. Following receipt of such notice, the Authority shall inspect the installation and shall, by giving notice to the Contractor:

(a) accept the installation; or

(b) reject the installation and inform the Contractor why, in the Authority's reasonable opinion, the installation does not satisfy the Specification.

B3.4 If the Authority rejects the installation pursuant to clause B10.3(b), the Contractor shall immediately rectify or remedy any defects and if, in the Authority's reasonable opinion, the installation does not, within two (2) Working Days or such other period agreed by the Parties, satisfy the Specification, the Authority may terminate the Contract with immediate effect by notice.

B3.5 The installation shall be complete when the Contractor receives a notice issued by the Authority in accordance with clause B10.3(a). Notwithstanding acceptance of any installation in accordance with clause B10.3(a), the Contractor shall remain solely responsible for ensuring that the Services and the installation conform to the Specification. No rights of estoppel or waiver shall arise as a result of the acceptance by the Authority of the installation.

B3.6 During the Contract Period, the Contractor shall:

(a) at all times have all licences, approvals and consents necessary to enable the Contractor and Staff to carry out the installation;

(b) provide all tools and equipment (or procure the provision of all tools and equipment) necessary for completion of the installation; and

(c) not, in delivering the Services, in any manner endanger the safety or convenience of the public.

B4 Key Personnel

B4.1 The Contractor acknowledges that the Key Personnel are essential to the proper provision of the Services.

B4.2 The Key Personnel shall not be released from supplying the Services without the agreement of the Authority, except by reason of long-term sickness, maternity leave, paternity leave or termination of employment or other similar extenuating circumstances.

B4.3 Any replacements to the Key Personnel shall be subject to Approval. Such replacements shall be of at least equal status, experience and skills to the Key Personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

B4.4 The Authority shall not unreasonably withhold its agreement under clauses B11.2 or B11.3. Such agreement shall be conditional on appropriate arrangements being made by the Contractor to minimise any adverse effect on the Services which could be caused by a change in Key Personnel.

B4.5 The Authority may, by notice to the Contractor, ask it to remove any Staff whose presence is, in the Authority's reasonable opinion, undesirable. The Contractor shall comply with any such request immediately.

B5 Contractor's Staff

B5.1 The Authority may, by notice to the Contractor, refuse to admit onto, or withdraw permission to remain on, the Authority's Premises:

(a) any member of the Staff; or

(b) any person employed or engaged by any member of the Staff,

whose admission or continued presence would, in the Authority's reasonable opinion, be undesirable.

B5.2 At the Authority's written request, the Contractor shall provide a list of the names and addresses of all persons who may require admission in to the Authority's Premises, specifying the capacities in which they are concerned with the Contract and giving such other particulars as the Authority may reasonably request.

B5.3 The decision of the Authority as to whether any person is to be refused access to the Authority's Premises and as to whether the Contractor has failed to comply with clause B5.2 shall be final.

B5.4 The Contractor shall ensure that all Staff who have access to the Authority's Premises, the Authority System or the Authority Data have been cleared in accordance with the BPSS.

B6 Inspection of Premises

B6.1 Save as the Authority may otherwise direct, the Contractor is deemed to have inspected the Premises before submitting its Tender and to have complete due diligence in relation to all matters connected with the performance of its obligations under the Contract.

B7 Licence to Occupy Premises

B7.1 Any land or Premises made available from time to time to the Contractor by the Authority in connection with the Contract shall be on a non-exclusive licence basis free of charge and shall be used by the Contractor solely for the purpose of performing its obligations under the Contract. The Contractor shall have the use of such land or Premises as licensee and shall vacate the same on termination of the Contract.

B7.2 The Contractor shall limit access to the land or Premises to such Staff as is necessary for it to perform its obligations under the Contract and the Contractor shall co-operate (and ensure that its Staff co-operate) with such other persons working concurrently on such land or Premises as the Authority may reasonably request.

- B7.3 Should the Contractor require modifications to the Authority's Premises, such modifications shall be subject to Approval and shall be carried out by the Authority at the Contractor's expense. The Authority shall undertake approved modification work without undue delay.
- B7.4 The Contractor shall (and shall ensure that any Staff on the Authority's Premises shall) observe and comply with such rules, regulations and requirements (including those relating to security arrangements) as may be in force from time to time for the conduct of personnel when on the Authority's Premises as determined by the Authority.
- B7.5 The Contract does not create a tenancy of any nature whatsoever in favour of the Contractor or its Staff and no such tenancy has or shall come into being and, notwithstanding any rights granted pursuant to the Contract, the Authority retains the right at any time to use the Premises owned or occupied by it in any manner it sees fit.

B8 Property

- B8.1 All Property is and shall remain the property of the Authority and the Contractor irrevocably licenses the Authority and its agents to enter any Premises of the Contractor during normal business hours on reasonable notice to recover any such Property. The Contractor shall not in any circumstances have a lien or any other interest on the Property and the Contractor shall at all times possess the Property as fiduciary agent and bailee of the Authority. The Contractor shall take all reasonable steps to ensure that the title of the Authority to the Property and the exclusion of any such lien or other interest are brought to the notice of all Sub-Contractors and other appropriate persons and shall, at the Authority's request, store the Property separately and ensure that it is clearly identifiable as belonging to the Authority.
- B8.2 The Property shall be deemed to be in good condition when received by or on behalf of the Contractor unless the Contractor notifies the Authority otherwise within 5 Working Days of receipt.
- B8.3 The Contractor shall maintain the Property in good order and condition (excluding fair wear and tear), and shall use the Property solely in connection with the Contract and for no other purpose without Approval.
- B8.4 The Contractor shall ensure the security of all the Property whilst in its possession, either on the Premises or elsewhere during the supply of the Services, in accordance with the Authority's reasonable security requirements as required from time to time.
- B8.5 The Contractor shall be liable for all loss of or damage to the Property, unless such loss or damage was caused by the Authority's negligence. The Contractor shall inform the Authority immediately of becoming aware of any defects appearing in, or losses or damage occurring to, the Property.

B9 Offers of Employment

- B9.1 Except in respect of any transfer of Staff under TUPE, for the Contract Period and for twelve (12) Months thereafter the Contractor shall not employ or offer employment to any of the Authority's staff who have been associated with the Services and/or the Contract without Approval.

B10 Employment Provisions

- B10.1 Not later than twelve (12) Months prior to the end of the Contract Period, the Contractor shall fully and accurately disclose to the Authority all information that the Authority may reasonably request in relation to the Staff including the following:
- (a) the total number of Staff whose employment/engagement shall terminate at the end of the Contract Period, save for any operation of Law;
 - (b) the age, gender, salary or other remuneration, future pay settlements and redundancy and pensions entitlement of the Staff referred to in clause B10.1 (a);
 - (c) the terms and conditions of employment/engagement of the Staff referred to in clause B10.1 (a), their job titles and qualifications;
 - (d) details of any current disciplinary or grievance proceedings ongoing or circumstances likely to give rise to such proceedings and details of any claims current or threatened; and
 - (e) details of all collective agreements with a brief summary of the current state of negotiations with any such bodies and with details of any current industrial disputes and claims for recognition by any trade union.
- B10.2 At intervals determined by the Authority (which shall not be more frequent than once every thirty (30) days) the Contractor shall give the Authority updated TUPE Information.
- B10.3 Each time the Contractor supplies TUPE Information to the Authority it shall warrant its completeness and accuracy and the Authority may assign the benefit of this warranty to any Replacement Contractor.
- B10.4 The Authority may use TUPE Information it receives from the Contractor for the purposes of TUPE and/or any retendering process in order to ensure an effective handover of all work in progress at the end of the Contract Period. The Contractor shall provide the Replacement Contractor with such assistance as it shall reasonably request.
- B10.5 If TUPE applies to the transfer of the Services on termination of the Contract, the Contractor shall indemnify and keep indemnified the Authority, the Crown and any Replacement Contractor against all actions, suits, claims, demands, losses, charges, damages, costs and expenses and other liabilities which the Authority or the Crown or any Replacement Contractor may suffer or incur as a result of or in connection with:
- (a) the provision of TUPE Information;
 - (b) any claim or demand by any Returning Employee (whether in contract, tort, under statute, pursuant to EU Law or otherwise) in each case arising directly or indirectly from any act, fault or omission of the Contractor or any Sub-Contractor in respect of any Returning Employee on or before the end of the Contract Period;

- (c) any failure by the Contractor or any Sub-Contractor to comply with its obligations under regulations 13 or 14 of TUPE or any award of compensation under regulation 15 of TUPE save where such failure arises from the failure of the Authority or a Replacement Contractor to comply with its duties under regulation 13 of TUPE;
 - (d) any claim (including any individual employee entitlement under or consequent on such a claim) by any trade union or other body or person representing any Returning Employees arising from or connected with any failure by the Contractor or any Sub-Contractor to comply with any legal obligation to such trade union, body or person; and
 - (e) any claim by any person who is transferred by the Contractor to the Authority and/or a Replacement Contractor whose name is not included in the list of Returning Employees.
- B10.6 If the Contractor becomes aware that TUPE Information it provided has become inaccurate or misleading, it shall notify the Authority and provide the Authority with up to date TUPE Information.
- B10.7 This clause B10 applies during the Contract Period and indefinitely thereafter.
- B10.8 The Contractor undertakes to the Authority that, during the 12 Months prior to the end of the Contract Period the Contractor shall not (and shall procure that any Sub-Contractor shall not) without Approval (such Approval not to be unreasonably withheld or delayed):
- (a) amend or vary (or purport to amend or vary) the terms and conditions of employment or engagement (including, for the avoidance of doubt, pay) of any Staff (other than where such amendment or variation has previously been agreed between the Contractor and the Staff in the normal course of business and where any such amendment or variation is not in any way related to the transfer of the Services);
 - (b) terminate or give notice to terminate the employment or engagement of any Staff (other than in circumstances in which the termination is for reasons of misconduct or lack of capability);
 - (c) transfer away, remove, reduce or vary the involvement of any other Staff from or in the provision of the Services (other than where such transfer or removal: (i) was planned as part of the individual's career development; (ii) takes place in the normal course of business; and (iii) will not have any adverse impact upon the delivery of the Services by the Contractor, (provided that any such transfer, removal, reduction or variation is not in any way related to the transfer of the Services); or
 - (d) recruit or bring in any new or additional individuals to provide the Services who were not already involved in providing the Services prior to the relevant period.

C PAYMENT

C1 Price

- C1.1 In consideration of the Contractor's performance of its obligations under the Contract, the Authority shall pay the Price in accordance with clause C2.

C2 Payment

- C2.1 The Contractor shall submit invoices to the Authority on the dates set out in Schedule 2.
- C2.2 The Authority shall, in addition to the Price and following Receipt of a Valid Invoice, pay the Contractor a sum equal to the value of the Services supplied in accordance with the Contract.
- C2.3 The Contractor shall add applicable taxes to the Price at the prevailing rate as applicable and shall show the amount of applicable taxes on all invoices. If the Contractor fails to show the applicable taxes on an invoice, the Authority will not, at any later date, be liable to pay the Contractor any additional applicable taxes.
- C2.4 All Contractor invoices shall be expressed in US Dollar or such other currency as shall be permitted by the Authority in writing.
- C2.5 Valid Invoices shall include:
- (a) the Contractor's full name, address and title of the Contract;
 - (b) the Purchase Order number; and
 - (c) the Milestone against which payment is being requested
- and, if requested by the Authority:**
- (d) timesheets for Staff engaged in providing the Services signed and dated by the Authority's representative on the Premises on the day;
 - (e) the name of the individuals to whom the timesheet relates and hourly rates for each;
 - (f) identification of which individuals are Contractor's staff, and which are Sub-Contractors;
 - (g) the address of the Premises and the date on which work was undertaken;
 - (h) the time spent working on the Premises by the individuals concerned;
 - (i) details of the type of work undertaken by the individuals concerned;
 - (j) details of plant or materials operated and on standby;
 - (k) separate identification of time spent travelling and/or meal or rest breaks; and
 - (l) where appropriate, details of journeys made, and distances travelled.
- C2.6 The Authority shall not pay Contractor time spent on meal or rest breaks and the Contractor shall ensure that all workers take adequate meal or rest breaks.
- C2.7 The Authority shall not pay for plant which is not in use during a meal or rest break.

- C2.8 Meal and rest breaks will include breaks both in or outside an individual's workplace along with any time taken in travelling to or from the break location and/or any facilities for cleaning/changing/washing in preparation for or return from a meal or rest break.
- C2.9 Timesheets must include a minimum of thirty (30) minutes break for each shift of eight (8) hours, a minimum of forty five (45) minutes break in a shift of between eight (8) and twelve (12) hours and a minimum of one (1) hour break will be taken within a shift in excess of twelve (12) hours and the Contractor's rates and Contract Price must include such breaks.
- C2.10 The Authority shall not pay the Contractor's overhead costs unless specifically agreed in writing by the Authority and overhead costs shall include, without limitation; facilities, utilities, insurance, tax, head office overheads, indirect staff costs and other costs not specifically and directly ascribable solely to the provision of the Services.
- C2.11 If Schedule 2 expressly provides that the Authority may be charged for plant which is on standby then in circumstances where plant was waiting to be transferred between Premises or where the Authority has instructed that the plant is retained on the Premises then a standby charge of sixty (60)% of agreed rates may be made in respect of such relevant periods if supported by timesheets.
- C2.12 The Authority shall pay only for the time spent by Staff working on the Premises.
- C2.13 The Authority shall not pay a stand-by rate if plant is on standby because no work was being carried out on the Premises at that time or no operator or other relevant staff were available (unless the standby is because the Contractor is awaiting licensing of the Premises on the Authority's instructions).
- C2.14 The Authority shall not pay for plant or equipment which is stood down during any notice period pursuant to clauses H1, H2 and/or H3 and the Contractor shall mitigate such costs as far as is reasonably possible, for example, by reutilising Staff, plant, materials and services on other contracts.
- C2.15 The Contractor may claim expenses only if they are clearly identified, supported by original receipts and Approved.
- C2.16 If the Authority pays the Contractor prior to the submission of a Valid Invoice this payment shall be on account of and deductible from the next payment to be made.
- C2.17 If any overpayment has been made or the payment or any part is not supported by a Valid Invoice the Authority may recover this payment against future invoices raised or directly from the Contractor. All payments made by the Authority to the Contractor shall be on an interim basis pending final resolution of an account with the Contractor in accordance with the terms of this clause C2.
- C2.18 The Authority shall pay all sums due to the Contractor within thirty (30) days of Receipt of a Valid Invoice. Valid Invoices should be submitted for payment electronically in PDF format and with the official PO number to the following email address: USA.Supplierinvoices@fco.gov.uk and cc:

Chantal Robinson
Head of Marketing, Department for International Trade,
885 Second Avenue, New York. NY 10017
Chantal.robinson@mobile.trade.gov.uk

- C2.19 Any late payment of undisputed invoices by the Authority will be subject to interest at the rate of a maximum of three (3)% above the base rate from time to time of the Government Banking Service
- C2.20 The Contractor shall ensure that a provision is included in all Sub-Contracts which requires payment to be made of all sums due to Sub-Contractors within thirty (30) days from the receipt of a valid invoice.
- C2.21 The Contractor shall indemnify the Authority on a continuing basis against any liability, including any interest, penalties or costs incurred, which is levied, demanded or assessed on the Authority at any time in respect of the Contractor's failure to account for or to pay any VAT relating to payments made to the Contractor under the Contract. Any amounts due under this clause C2.21 shall be paid by the Contractor to the Authority not less than five (5) Working Days before the date upon which the tax or other liability is payable by the Authority.
- C2.22 The Contractor shall not suspend the Services unless the Contractor is entitled to terminate the Contract under clause H2.3 for failure to pay undisputed sums of money.
- C2.23 The Authority shall not pay an invoice which is not Valid Invoice.

C3 Recovery of Sums Due

- C3.1 If under the Contract any sum of money is recoverable from or payable by the Contractor to the Authority (including any sum which the Contractor is liable to pay to the Authority in respect of any breach of the Contract), the Authority may unilaterally deduct that sum from any sum then due, or which at any later time may become due to the Contractor from the Authority under the Contract or under any other agreement with the Authority or the Crown.
- C3.2 Any overpayment by either Party, whether of the Price or of VAT or otherwise, shall be a sum of money recoverable by the Party who made the overpayment from the Party in receipt of the overpayment.
- C3.3 The Contractor shall make all payments due to the Authority without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Contractor has a valid court order requiring an amount equal to such deduction to be paid by the Authority to the Contractor.
- C3.4 All payments due shall be made within a reasonable time unless otherwise specified in the Contract, in cleared funds, to such bank or building society account as the recipient Party may from time to time direct.

C4 Price during Extension

- C4.1 Subject to Schedule 2 and clause F6, the Price shall apply for the Initial Contract Period and until the end date of any Extension or such earlier date of termination or partial termination of the Contract in accordance with the Law or the Contract.

D. STATUTORY OBLIGATIONS

D1 Prevention of Fraud and Bribery

- D1.1 The Contractor represents and warrants that neither it, nor to the best of its knowledge any Staff, have at any time prior to the Commencement Date:
- (a) committed a Prohibited Act or been formally notified that it is subject to an investigation or prosecution which relates to an alleged Prohibited Act; and/or
 - (b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act.
- D1.2 The Contractor shall not during the Contract Period:
- (a) commit a Prohibited Act; and/or
 - (b) do or suffer anything to be done which would cause the Authority or any of its employees, consultants, contractors, sub-contractors or agents to contravene any of the Relevant Requirements or otherwise incur any liability in relation to the Relevant Requirements.
- D1.3 The Contractor shall, during the Contract Period:
- (a) establish, maintain and enforce, and require that its Sub-Contractors establish, maintain and enforce, policies and procedures which are adequate to ensure compliance with the Relevant Requirements and prevent the occurrence of a Prohibited Act; and
 - (b) keep appropriate records of its compliance with its obligations under clause D1.3(a) and make such records available to the Authority on request.
- D1.4 The Contractor shall immediately notify the Authority in writing if it becomes aware of any breach of clauses D1.1 and/or D1.2, or has reason to believe that it has or any of the Staff have:
- (a) been subject to an investigation or prosecution which relates to an alleged Prohibited Act;
 - (b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act; and/or
 - (c) received a request or demand for any undue financial or other advantage of any kind in connection with the performance of the Contract or otherwise suspects that any person directly or indirectly connected with the Contract has committed or attempted to commit a Prohibited Act.
- D1.5 If the Contractor notifies the Authority pursuant to clause D1.4, the Contractor shall respond promptly to the Authority's enquiries, co-operate with any investigation, and allow the Authority to audit any books, records and/or any other relevant documentation.
- D1.6 If the Contractor is in Default under clauses D1.1 and/or D1.2, the Authority may by notice:

- (a) require the Contractor to remove from performance of the Contract any Staff whose acts or omissions have caused the Default; or
- (b) immediately terminate the Contract.

D1.7 Any notice served by the Authority under clause D1.6 shall specify the nature of the Prohibited Act, the identity of the party who the Authority believes has committed the Prohibited Act and the action that the Authority has taken (including, where relevant, the date on which the Contract shall terminate).

D2 Discrimination

D2.1 The Contractor shall:

- (a) perform its obligations under the Contract in accordance with:
 - i) all applicable equality Law (whether in relation to race, sex, gender reassignment, age, disability, sexual orientation, religion or belief, pregnancy maternity or otherwise);
 - ii) the Authority's equality and diversity policy as given to the Contractor from time to time;
 - iii) any other requirements and instructions which the Authority reasonably imposes in connection with any equality obligations imposed on the Authority at any time under applicable equality Law; and
- (b) take all necessary steps and inform the Authority of the steps taken to prevent unlawful discrimination designated as such by any court or tribunal, or the Equality and Human Rights Commission (or any successor organisation).

D3 Rights of Third Parties

D3.1 The provisions of clauses B10.5 and E8.3 confer benefits on persons named in such provisions (together "**Third Party Provisions**") other than the Parties (each person a "**Third Party Beneficiary**") and are intended to be enforceable by Third Party Beneficiaries by virtue of the Contracts (Rights of Third Parties) Act 1999 ("**CRTPA**").

D3.2 Subject to clause D3.1, a person who is not a Party has no right under the CRTPA to enforce any provisions of the Contract but this does not affect any right or remedy of any person which exists or is available otherwise than pursuant to the CRTPA and does not apply to the Crown.

D3.3 No Third Party Beneficiary may enforce or take steps to enforce any Third Party Provision without Approval.

D3.4 Any amendments to the Contract may be made by the Parties without the consent of any Third Party Beneficiary.

D4 Health and Safety

D4.1 The Contractor shall perform its obligations under the Contract in accordance with:

- (a) all applicable Law regarding health and safety; and
 - (b) the Authority's health and safety policy while at the Authority's Premises.
- D4.2 Each Party shall notify the other as soon as practicable of any health and safety incidents or material health and safety hazards at the Authority's Premises of which it becomes aware and which relate to or arise in connection with the performance of the Contract. The Contractor shall instruct Staff to adopt any necessary associated safety measures in order to manage any such material health and safety hazards.

E PROTECTION OF INFORMATION

E1 Authority Data

- E1.1 For the purposes of clauses E1 and 2, the terms "**Controller**", "**Processor**", "**Data Subject**", "**Personal Data**", "**Personal Data Breach**" and "**Data Protection Officer**" take the meaning given in the GDPR.
- E1.2 The Contractor shall not delete or remove any proprietary notices contained within or relating to the Authority Data.
- E1.3 The Contractor shall not store, copy, disclose, or use the Authority Data except as necessary for the performance by the Contractor of its obligations under this Contract or as otherwise expressly authorised in writing by the Authority.
- E1.4 To the extent that Authority Data is held and/or Processed by the Contractor, the Contractor shall supply Authority Data to the Authority as requested by the Authority in the format specified in the Specification.
- E1.5 The Contractor shall preserve the integrity of Authority Data and prevent the corruption or loss of Authority Data.
- E1.6 The Contractor shall perform secure back-ups of all Authority Data and shall ensure that up-to-date back-ups are stored securely off-site. The Contractor shall ensure that such back-ups are made available to the Authority immediately upon request.
- E1.7 The Contractor shall ensure that any system on which the Contractor holds any Authority Data, including back-up data, is a secure system that complies with the Security Policy Framework.
- E1.8 If Authority Data is corrupted, lost or sufficiently degraded as a result of the Contractor's Default so as to be unusable, the Authority may:
- (a) require the Contractor (at the Contractor's expense) to restore or procure the restoration of Authority Data and the Contractor shall do so promptly; and/or
 - (b) itself restore or procure the restoration of Authority Data, and shall be repaid by the Contractor any reasonable expenses incurred in doing so.
- E1.9 If at any time the Contractor suspects or has reason to believe that Authority Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, then the Contractor shall notify the Authority immediately and inform the Authority of the remedial action the Contractor proposes to take.

E2 . DATA PROTECTION

- E2.1 The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Contractor is the Processor unless otherwise specified in Schedule 12. The only processing that the Contractor is authorised to do is listed in Schedule 12 by the Customer and may not be determined by the Processor.
- E2.2 The Processor shall notify the Customer immediately if it considers that any of the Controller's instructions infringe the Data Protection Legislation.
- E2.3 The Processor shall provide all reasonable assistance to the Customer in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Controller, include:
- (a) a systematic description of the envisaged processing operations and the purpose of the processing;
 - (b) an assessment of the necessity and proportionality of the processing operations in relation to the Services;
 - (c) an assessment of the risks to the rights and freedoms of Data Subjects; and
 - (d) the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- E2.4 The Processor shall, in relation to any Personal Data processed in connection with its obligations under this Agreement:
- (a) process that Personal Data only in accordance with Schedule 12 unless the Processor is required to do otherwise by Law. If it is so required the Processor shall promptly notify the Controller before processing the Personal Data unless prohibited by Law;
 - (b) ensure that it has in place Protective Measures, which are appropriate to protect against a Data Loss Event, which the Controller may reasonably reject (but failure to reject shall not amount to approval by the Controller of the adequacy of the Protective Measures), having taken account of the:
 - (i) nature of the data to be protected;
 - (ii) harm that might result from a Data Loss Event;
 - (iii) state of technological development; and
 - (iv) cost of implementing any measures;
 - (c) ensure that :
 - (i) the Processor Personnel do not process Personal Data except in accordance with this Agreement (and in particular Schedule 12);
 - (ii) it takes all reasonable steps to ensure the reliability and integrity of any Contractor Personnel who have access to the Personal Data and ensure that they:
 - (A) are aware of and comply with the Processor's duties under this clause;
 - (B) are subject to appropriate confidentiality undertakings with the Processor or any Sub-processor;
 - (C) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third Party unless directed in writing to do so by the Controller or as otherwise permitted by this Agreement; and
 - (D) have undergone adequate training in the use, care, protection and handling of Personal Data; and
 - (d) not transfer Personal Data outside of the EU unless the prior written consent of the Customer has been obtained and the following conditions are fulfilled:
 - (i) the Controller or the Processor has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Controller;
 - (ii) the Data Subject has enforceable rights and effective legal remedies;

- (iii) the Processor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Controller in meeting its obligations); and
 - (iv) the Processor complies with any reasonable instructions notified to it in advance by the Controller with respect to the processing of the Personal Data;
 - (e) at the written direction of the Controller, delete or return Personal Data (and any copies of it) to the Controller on termination of the Agreement unless the Processor is required by Law to retain the Personal Data.
- E2.5 Subject to clause 1.6, the Processor shall notify the Controller immediately if it:
- (a) receives a Data Subject Request (or purported Data Subject Request);
 - (b) receives a request to rectify, block or erase any Personal Data;
 - (c) receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
 - (d) receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Agreement;
 - (e) receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
 - (f) becomes aware of a Data Loss Event.
- E2.6 The Processor's obligation to notify under clause 1.5 shall include the provision of further information to the Controller in phases, as details become available.
- E2.7 Taking into account the nature of the processing, the Processor shall provide the Controller with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under clause 1.5 (and insofar as possible within the timescales reasonably required by the Controller) including by promptly providing:
- (a) the Controller with full details and copies of the complaint, communication or request;
 - (b) such assistance as is reasonably requested by the Controller to enable the Controller to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
 - (c) the Controller, at its request, with any Personal Data it holds in relation to a Data Subject;
 - (d) assistance as requested by the Controller following any Data Loss Event;
 - (e) assistance as requested by the Controller with respect to any request from the Information Commissioner's Office, or any consultation by the Controller with the Information Commissioner's Office.
- E2.8 The Processor shall maintain complete and accurate records and information to demonstrate its compliance with this clause. This requirement does not apply where the Processor employs fewer than 250 staff, unless:
- (a) the Controller determines that the processing is not occasional;
 - (b) the Controller determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; and
 - (c) the Controller determines that the processing is likely to result in a risk to the rights and freedoms of Data Subjects.
- E2.9 The Processor shall allow for audits of its Data Processing activity by the Controller or the Controller's designated auditor.
- E2.10 The Processor shall designate a data protection officer if required by the Data Protection Legislation .
- E2.11 Before allowing any Sub-processor to process any Personal Data related to this Agreement, the Processor must:
- (a) notify the Controller in writing of the intended Sub-processor and processing;
 - (b) obtain the written consent of the Controller;

- (c) enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause E2 such that they apply to the Sub-processor; and
 - (d) provide the Controller with such information regarding the Sub-processor as the Controller may reasonably require.
- E2.12 The Processor shall remain fully liable for all acts or omissions of any Sub-processor.
- E2.13 The Controller may, at any time on not less than 30 Working Days' notice, revise this clause by replacing it with any applicable controller to processor standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Agreement).
- E2.14 The Parties agree to take account of any guidance issued by the Information Commissioner's Office. The Controller may on not less than 30 Working Days' notice to the Processor amend this agreement to ensure that it complies with any guidance issued by the Information Commissioner's Office.
- E2.15 Where the Parties include two or more Joint Controllers as identified in Schedule 12 in accordance with GDPR article 26, those Parties shall enter into a Joint Controller Agreement based on the terms outlined in schedule 13 in replacement of Clauses E2.1 – E2.14 for the Personal Data under Joint Control.

E3 Official Secrets Acts and Finance Act

- E3.1 The Contractor shall comply with the provisions of:
 - (a) the Official Secrets Acts 1911 to 1989; and
 - (b) section 182 of the Finance Act 1989.

E4 Confidential Information

- E4.1 Except to the extent set out in this clause E4 or if disclosure or publication is expressly permitted elsewhere in the Contract each Party shall treat all Confidential Information belonging to the other Party as confidential and shall not disclose any Confidential Information belonging to the other Party to any other person without the other party's consent, except to such persons and to such extent as may be necessary for the performance of the Party's obligations under the Contract.
- E4.2 The Contractor hereby gives its consent for the Authority to publish the whole Contract (but with any information which is Confidential Information belonging to the Authority redacted) including from time to time agreed changes to the Contract, to the general public.
- E4.3 If required by the Authority, the Contractor shall ensure that Staff, professional advisors and consultants sign a non-disclosure agreement prior to commencing any work in connection with the Contract in substantially the form attached in Schedule 5. The Contractor shall maintain a list of the non-disclosure agreements completed in accordance with this clause E4.3.
- E4.4 If requested by the Authority, the Contractor shall give the Authority a copy of the list and, subsequently upon request by the Authority, copies of such of the listed non-disclosure agreements as required by the Authority. The Contractor shall ensure that its Staff, professional advisors and consultants are aware of the Contractor's confidentiality obligations under the Contract.
- E4.5 The Contractor may only disclose the Authority's Confidential Information to the Staff who are directly involved in the provision of the Services and who need to know the information,

and shall ensure that such Staff are aware of and shall comply with these obligations as to confidentiality.

E4.6 The Contractor shall not, and shall procure that the Staff do not, use any of the Authority's Confidential Information received otherwise than for the purposes of this Contract.

E4.7 Clause E4.1 shall not apply to the extent that:

- (a) such disclosure is a requirement of Law placed upon the Party making the disclosure, including any requirements for disclosure under the FOIA or the EIR;
- (b) such information was in the possession of the Party making the disclosure without obligation of confidentiality prior to its disclosure by the information owner;
- (c) such information was obtained from a third party without obligation of confidentiality;
- (d) such information was already in the public domain at the time of disclosure otherwise than by a breach of the Contract; or
- (e) it is independently developed without access to the other Party's Confidential Information.

E4.8 Nothing in clause E4.1 shall prevent the Authority disclosing any Confidential Information obtained from the Contractor:

- (a) for the purpose of the examination and certification of the Authority's accounts;
- (b) for the purpose of any examination pursuant to section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the Authority has used its resources;
- (c) to any Crown Body or any Contracting Authority and the Contractor hereby acknowledges that all government departments or Contracting Authorities receiving such Confidential Information may further disclose the Confidential Information to other government departments or other Contracting Authorities on the basis that the information is confidential and is not to be disclosed to a third party which is not part of any government department or any Contracting Authority;
- (d) to any consultant, contractor or other person engaged by the Authority

provided that in disclosing information under clauses E4.8 (c) and (d) the Authority discloses only the information which is necessary for the purpose concerned and requests that the information is treated in confidence and that a confidentiality undertaking is given where appropriate.

E4.9 Nothing in clauses E4.1 to E4.6 shall prevent either Party from using any techniques, ideas or Know-How gained during the performance of its obligations under the Contract in the course of its normal business, to the extent that this does not result in a disclosure of the other Party's Confidential Information or an infringement of the other Party's Intellectual Property Rights.

E4.10 The Authority shall use all reasonable endeavours to ensure that any government department, Contracting Authority, employee, third party or Sub-Contractor to whom the

Contractor's Confidential Information is disclosed pursuant to clause E4.6 is made aware of the Authority's obligations of confidentiality.

- E4.11 If the Contractor does not comply with clauses E4.1 to E4.6 the Authority may terminate the Contract immediately on written notice to the Contractor.
- E4.12 In order to ensure that no unauthorised person gains access to any Confidential Information or any data obtained in the supply of the Services, the Contractor shall maintain adequate security arrangements that meet the requirements of professional standards and best practice.
- E4.13 The Contractor will immediately notify the Authority of any breach of security in relation to Confidential Information and all data obtained in the supply of the Services and will keep a record of such breaches. The Contractor will use its best endeavours to recover such Confidential Information or data however it may be recorded. The Contractor will co-operate with the Authority in any investigation as a result of any breach of security in relation to Confidential Information or data.
- E4.14 The Contractor shall, at its own expense, alter any security systems at any time during the Contract Period at the Authority's request if the Authority reasonably believes the Contractor has failed to comply with clause E4.12.

E5 Freedom of Information

- E5.1 The Contractor acknowledges that the Authority is subject to the requirements of the FOIA and the EIR.
- E5.2 The Contractor shall transfer to the Authority all Requests for Information that it receives as soon as practicable and in any event within two (2) Working Days of receipt:
 - (a) give the Authority a copy of all Information in connection with the Contract in its possession or control in the form that the Authority requires within 5 Working Days (or such other period as the Authority may specify) of the Authority's request;
 - (b) provide all necessary assistance as reasonably requested by the Authority to enable the Authority to comply with its obligations under the FOIA and EIR;
 - (c) not respond to directly to a Request for Information unless authorised to do so in writing by the Authority.
- E5.3 The Authority shall determine in its absolute discretion and notwithstanding any other provision in the Contract or any other agreement whether the Commercially Sensitive Information and any other Information is exempt from disclosure in accordance with the provisions of the FOIA and/or the EIR.

E6 Publicity, Media and Official Enquiries

- E6.1 Without prejudice to the Authority's obligations under the FOIA, the EIR or any obligations under the Regulations, or any policy requirements as to transparency, neither Party shall make any press announcement or publicise the Contract or any part thereof in any way, except with the written consent of the other Party.
- E6.2 The Contractor shall use its reasonable endeavours to ensure that its Staff, professional advisors and consultants comply with clause E6.1.

E7 Security

- E7.1 The Authority shall be responsible for maintaining the security of the Authority's Premises in accordance with its standard security requirements. The Contractor shall comply with all security requirements of the Authority while on the Authority's Premises, and shall ensure that all Staff comply with such requirements.
- E7.2 The Authority shall give the Contractor upon request copies of its written security procedures.
- E7.3 The Contractor shall, as an enduring obligation during the Contract Period, use the latest versions of anti-virus definitions available from an industry accepted anti-virus software vendor to check for and delete Malicious Software from the ICT Environment.
- E7.4 Notwithstanding clause E7.3, if Malicious Software is found, the Parties shall co-operate to reduce the effect of the Malicious Software and, particularly if Malicious Software causes loss of operational efficiency or loss or corruption of the Authority Data, assist each other to mitigate any losses and to restore the provision of Services to their desired operating efficiency.
- E7.5 Any cost arising out of the actions of the Parties taken in compliance with clause E7.4 shall be borne by the Parties as follows:
- (a) by the Contractor where the Malicious Software originates from the Contractor Software, the Third Party Software or the Authority Data (whilst the Authority Data was under the control of the Contractor); and
 - (b) by the Authority if the Malicious Software originates from the Authority Software or Authority Data (whilst the Authority Data was under the control of the Authority).

E8 Intellectual Property Rights

- E8.1 All Intellectual Property Rights in:
- (a) the Results; or
 - (b) any guidance, specifications, reports, studies, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models, designs or other material which is furnished to or made available to the Contractor by or on behalf of the Authority (together with the Results, the "**IP Materials**")
- shall vest in the Authority (save for Copyright and Database Rights which shall vest in Her Majesty the Queen) and the Contractor shall not, and shall ensure that the Staff shall not, use or disclose any IP Materials without Approval save to the extent necessary for performance by the Contractor of its obligations under the Contract.
- E8.2 The Contractor hereby assigns:
- (a) to the Authority, with full title guarantee, all Intellectual Property Rights (save for Copyright and Database Rights) which may subsist in the IP Materials prepared in accordance with clauses E8.1(a) and (b). This assignment shall take effect on the date of the Contract or (in the case of rights arising after the date of the Contract) as

a present assignment of future rights that will take effect immediately on the coming into existence of the Intellectual Property Rights produced by the Contractor; and

- (b) to Her Majesty the Queen, with full title guarantee, all Copyright and Database Rights which may subsist in the IP Materials prepared in accordance with clauses E8.1 (a) and (b)

and shall execute all documents and do all acts as are necessary to execute these assignments.

E8.3 The Contractor shall:

- (a) waive or procure a waiver of any moral rights held by it or any third party in copyright material arising as a result of the Contract or the performance of its obligations under the Contract;
- (b) ensure that the third party owner of any Intellectual Property Rights that are or which may be used to perform the Services grants to the Authority a non-exclusive licence or, if itself a licensee of those rights, shall grant to the Authority an authorised sub-licence, to use, reproduce, modify, develop and maintain the Intellectual Property Rights in the same. Such licence or sub-licence shall be non-exclusive, perpetual, royalty-free, worldwide and irrevocable and shall include the right for the Authority to sub-licence, transfer, novate or assign to other Contracting Authorities, the Crown, the Replacement Contractor or to any other third party supplying goods and/or services to the Authority ("**Indemnified Persons**");
- (c) not infringe any Intellectual Property Rights of any third party in supplying the Services; and
- (d) during and after the Contract Period, indemnify and keep indemnified the Authority and the Indemnified Persons from and against all actions, suits, claims, demands, losses, charges, damages, costs and expenses and other liabilities which the Authority or Indemnified Persons may suffer or incur as a result of or in connection with any breach of this clause E8.3, except to the extent that any such claim results directly from:
 - i) items or materials based upon designs supplied by the Authority; or
 - ii) the use of data supplied by the Authority which is not required to be verified by the Contractor under any provision of the Contract.

E8.4 The Authority shall notify the Contractor in writing of any claim or demand brought against the Authority for infringement or alleged infringement of any Intellectual Property Right in materials supplied and/or licensed by the Contractor to the Authority.

E8.5 The Contractor shall at its own expense conduct all negotiations and any litigation arising in connection with any claim, demand or action by any third party for infringement or alleged infringement of any third party Intellectual Property Rights (whether by the Authority, the Contractor or Indemnified Person) arising from the performance of the Contractor's

obligations under the Contract (“**Third Party IP Claim**”), provided that the Contractor shall at all times:

- (a) consult the Authority on all material issues which arise during the conduct of such litigation and negotiations;
- (b) take due and proper account of the interests of the Authority; and
- (c) not settle or compromise any claim without Approval (not to be unreasonably withheld or delayed).

E8.6 The Authority shall at the request of the Contractor afford to the Contractor all reasonable assistance for the purpose of contesting any Third Party IP Claim and the Contractor shall indemnify the Authority for all costs and expenses (including, but not limited to, legal costs and disbursements) incurred in doing so. The Contractor shall not be required to indemnify the Authority under this clause E8.6 in relation to any costs and expenses to the extent that such arise directly from the matters referred to in clauses E8.3(d) i) and ii).

E8.7 The Authority shall not, without the Contractor’s consent, make any admissions which may be prejudicial to the defence or settlement of any Third Party IP Claim.

E8.8 If any Third Party IP Claim is made or in the reasonable opinion of the Contractor is likely to be made, the Contractor shall notify the Authority and any relevant Indemnified Person, at its own expense and subject to Approval (not to be unreasonably withheld or delayed), shall (without prejudice to the rights of the Authority under clauses E8.3(b) and G2.1(g)) use its best endeavours to:

- (a) modify any or all of the Services without reducing the performance or functionality of the same, or substitute alternative services of equivalent performance and functionality, so as to avoid the infringement or the alleged infringement; or
- (b) procure a licence to use the Intellectual Property Rights and supply the Services which are the subject of the alleged infringement, on terms which are acceptable to the Authority

and if the Contractor is unable to comply with clauses E8.8(a) or (b) within twenty (20) Working Days of receipt by the Authority of the Contractor’s notification the Authority may terminate the Contract immediately by notice to the Contractor.

E8.9 The Contractor grants to the Authority and, if requested by the Authority, to a Replacement Contractor, a royalty-free, irrevocable, worldwide, non-exclusive licence (with a right to sub-license) to use any Intellectual Property Rights that the Contractor owned or developed prior to the Commencement Date and which the Authority (or the Replacement Contractor) reasonably requires in order for the Authority to exercise its rights under, and receive the benefit of, the Contract (including, without limitation, the Services).

E9 Audit

E9.1 The Contractor shall keep and maintain until six (6) years after the end of the Contract Period, or as long a period as may be agreed between the Parties, full and accurate records of the Contract including the Services supplied under it, all expenditure reimbursed by the Authority, and all payments made by the Authority. The Contractor shall on request afford the Authority or the Authority’s representatives such access to those records and processes as may be requested by the Authority in connection with the Contract.

- E9.2 The Contractor agrees to make available to the Authority, free of charge, whenever requested, copies of audit reports obtained by the Contractor in relation to the Services.
- E9.3 The Contractor shall permit duly authorised representatives of the Authority and/or the National Audit Office to examine the Contractor's records and documents relating to the Contract and to provide such copies and oral or written explanations as may reasonably be required.
- E9.4 The Contractor (and its agents) shall permit the Comptroller and Auditor General (and his appointed representatives) access free of charge during normal business hours on reasonable notice to all such documents (including computerised documents and data) and other information as the Comptroller and Auditor General may reasonably require for the purposes of his financial audit of the Authority and for carrying out examinations into the economy, efficiency and effectiveness with which the Authority has used its resources. The Contractor shall provide such explanations as are reasonably required for these purposes.

E10 Tax Compliance

- E10.1 If, during the Contract Period, an Occasion of Tax Non-Compliance occurs, the Contractor shall:
- (a) notify the Authority in writing of such fact within five (5) Working Days of its occurrence; and
 - (b) promptly give the Authority:
 - i) details of the steps it is taking to address the Occasion of Tax Non-Compliance and to prevent the same from recurring, together with any mitigating factors it considers relevant; and
 - ii) such other information in relation to the Occasion of Tax Non-Compliance as the Authority may reasonably require.
- E10.2 If the Contractor or any Staff are liable to be taxed in the UK or to pay NICs in respect of consideration received under the Contract, the Contractor shall:
- (a) at all times comply with ITEPA and all other statutes and regulations relating to income tax, and SSCBA and all other statutes and regulations relating to NICs, in respect of that consideration; and
 - (b) indemnify the Authority against any income tax, NICs and social security contributions and any other liability, deduction, contribution, assessment or claim arising from or made in connection with the provision of the Services by the Contractor or any Staff.

E11 Cyber Essentials Scheme

- E11.1 Where the Authority notifies the Contractor that the award of the Contract shall be conditional upon receipt of a valid Cyber Essentials Certificate or equivalent, then on or prior to the execution of the Contract the Contractor shall deliver to the Authority evidence of a valid Cyber Essentials Certificate or equivalent.
- E11.2 Where the Contractor continues to process Cyber Essentials Data during the Contract Period the Contractor shall deliver to the Authority evidence of renewal of a valid Cyber

Essentials Certificate or equivalent on each anniversary of the first Cyber Essentials Certificate obtained by the Contractor under Clause E11.1.

E11.3 Where the Contractor is due to Process Cyber Essentials Data after the Contract Commencement Date but before the end of the Contract Period, the Contractor shall deliver to the Authority evidence of:

- (a) a valid Cyber Essentials Certificate or equivalent (before the Contractor Processes any such Cyber Essentials Data); and
- (b) renewal of a valid Cyber Essentials Certificate or equivalent on each anniversary of the first Cyber Essentials Certificate obtained by the Contractor under Clause E11.3(a)

E11.4 In the event that the Contractor fails to comply with Clauses E11.2 or E11.3 (as applicable), the Authority reserves the right to terminate the Contract for Material Breach.

F. CONTROL OF THE CONTRACT

F1 Failure to meet Requirements

F1.1 If the Authority informs the Contractor in writing that the Authority reasonably believes that any part of the Services do not meet the requirements of the Contract or differs in any way from those requirements, and this is not as a result of a default by the Authority, the Contractor shall at its own expense re-schedule and carry out the Services in accordance with the requirements of the Contract within such reasonable time as may be specified by the Authority.

F2 Monitoring of Contract Performance

F2.1 The Contractor shall immediately inform the Authority if any of the Services are not being or are unable to be performed, the reasons for non-performance, any corrective action and the date by which that action will be completed.

F2.2 The Authority shall carry out a review of the performance of the Contractor as detailed in Schedule 3 ("**Contract Review**"). Without prejudice to the generality of the foregoing, the Authority may in respect of the period under review consider such items as (but not limited to): the Contractor's delivery of the Services; the Contractor's contribution to innovation in the Authority; whether the Services provide the Authority with best value for money; consideration of any changes which may need to be made to the Services; a review of future requirements in relation to the Services and progress against key milestones.

F2.3 The Contractor shall provide at its own cost any assistance reasonably required by the Authority to perform such Contract Review including the provision of data and information.

F2.4 The Authority may produce a report (a "**Contract Review Report**") of the results of each Review stating any areas of exceptional performance and areas for improvement in the provision of the Services and where there is any shortfall in any aspect of performance reviewed as against the Authority's expectations and the Contractor's obligations under this Contract.

- F2.5 The Authority shall give the Contractor a copy of the Contract Review Report (if applicable). The Authority shall consider any Contractor comments and may produce a revised Contract Review Report.
- F2.6 The Contractor shall, within ten (10) Working Days of receipt of the Contract Review Report (revised as appropriate) provide the Authority with a plan to address resolution of any shortcomings and implementation of improvements identified by the Contract Review Report.
- F2.7 Actions required to resolve shortcomings and implement improvements (either as a consequence of the Contractor's failure to meet its obligations under this Contract identified by the Contract Review Report, or those which result from the Contractor's failure to meet the Authority's expectations notified to the Contractor or of which the Contractor ought reasonably to have been aware) shall be implemented at no extra charge to the Authority.

F3 Remedies for inadequate performance

- F3.1 If the Authority reasonably believes the Contractor has committed a Material Breach it may, without prejudice to its rights under clause H2 (Termination on Default), do any of the following:
 - (a) without terminating the Contract, itself supply or procure the supply of all or part of the Services until such time as the Contractor has demonstrated to the Authority's reasonable satisfaction that the Contractor will be able to supply the Services in accordance with the Specification;
 - (b) without terminating the whole of the Contract, terminate the Contract in respect of part of the Services only (whereupon a corresponding reduction in the Price shall be made) and thereafter itself supply or procure a third party to supply such part of the Services;
 - (a) withhold or reduce payments to the Contractor in such amount as the Authority reasonably deems appropriate in each particular case; and/or
 - (a) terminate the Contract in accordance with clause H2.
- F3.2 Without prejudice to its right under clause C3 (Recovery of Sums Due), the Authority may charge the Contractor for any costs reasonably incurred and any reasonable administration costs in respect of the supply of any part of the Services by the Authority or a third party to the extent that such costs exceed the payment which would otherwise have been payable to the Contractor for such part of the Services.
- F3.3 If the Authority reasonably believes the Contractor has failed to supply all or any part of the Services in accordance with the Contract, professional or industry practice which could reasonably be expected of a competent and suitably qualified person, or any legislative or regulatory requirement, the Authority may give the Contractor notice specifying the way in which its performance falls short of the requirements of the Contract or is otherwise unsatisfactory.
- F3.4 If the Contractor has been notified of a failure in accordance with clause F3.3 the Authority may:

- (a) direct the Contractor to identify and remedy the failure within such time as may be specified by the Authority and to apply all such additional resources as are necessary to remedy that failure at no additional charge to the Authority within the specified timescale; and/or
- (b) withhold or reduce payments to the Contractor in such amount as the Authority deems appropriate in each particular case until such failure has been remedied to the satisfaction of the Authority.

F3.5 If the Contractor has been notified of a failure in accordance with clause F3.3, it shall:

- (a) use all reasonable endeavours to immediately minimise the impact of such failure to the Authority and to prevent such failure from recurring; and
- (b) immediately give the Authority such information as the Authority may request regarding what measures are being taken to comply with the obligations in this clause F3.5 and the progress of those measures until resolved to the satisfaction of the Authority.

F3.6 If, having been notified of any failure, the Contractor fails to remedy it in accordance with clause F3.5 within the time specified by the Authority, the Authority may treat the continuing failure as a Material Breach and may terminate the Contract immediately on notice to the Contractor.

F4 Transfer and Sub-Contracting

F4.1 Except where clauses F4.6 and F4.7 both apply, the Contractor shall not transfer, charge, assign, sub-contract or in any other way dispose of the Contract or any part of it without Approval. All such documents shall be evidenced in writing and shown to the Authority on request. Sub-contracting any part of the Contract shall not relieve the Contractor of any of its obligations or duties under the Contract.

F4.2 The Contractor shall be responsible for the acts and/or omissions of its Sub-Contractors as though they are its own. If it is appropriate, the Contractor shall provide each Sub-Contractor with a copy of the Contract and obtain written confirmation from them that they will provide the Services fully in accordance with the Contract.

F4.3 The Contractor shall ensure that its Sub-Contractors and suppliers retain all records relating to the Services for at least six (6) years from the date of their creation and make them available to the Authority on request in accordance with the provisions of clause E9 (Audit). If any Sub-Contractor or supplier does not allow the Authority access to the records then the Authority shall have no obligation to pay any claim or invoice made by the Contractor on the basis of such documents or work carried out by the Sub-Contractor or supplier.

F4.4 If the Authority has consented to the award of a Sub-Contract, the Contractor shall ensure that:

- (a) the Sub-Contract contains a right for the Contractor to terminate the Sub-Contract if the relevant Sub-Contractor does not comply in the performance of its contract with legal obligations in environmental, social or labour law;

- (b) the Sub-Contractor includes a provision having the same effect as set out in clause F4.4 (a) in any Sub-Contract which it awards; and
- (c) copies of each Sub-Contract shall, at the request of the Authority, be sent by the Contractor to the Authority immediately.

F4.5 If the Authority believes there are:

- (a) compulsory grounds for excluding a Sub-Contractor pursuant to regulation 57 of the Regulations, the Contractor shall replace or not appoint the Sub-Contractor; or
- (b) non-compulsory grounds for excluding a Sub-Contractor pursuant to regulation 57 of the Regulations, the Authority may require the Contractor to replace or not appoint the Sub-Contractor and the Contractor shall comply with such requirement.

F4.6 Notwithstanding clause F4.1, the Contractor may assign to a third party (the “**Assignee**”) the right to receive payment of the Price or any part thereof due to the Contractor (including any interest which the Authority incurs under clause C2 (Payment and VAT)). Any assignment under this clause F4.6 shall be subject to:

- (a) reduction of any sums in respect of which the Authority exercises its right of recovery under clause C3 (Recovery of Sums Due);
- (b) all related rights of the Authority under the Contract in relation to the recovery of sums due but unpaid; and
- (c) the Authority receiving notification under both clauses F4.7 and F4.8.

F4.7 If the Contractor assigns the right to receive the Price under clause F4.6, the Contractor or the Assignee shall notify the Authority in writing of the assignment and the date upon which the assignment becomes effective.

F4.8 The Contractor shall ensure that the Assignee notifies the Authority of the Assignee’s contact information and bank account details to which the Authority shall make payment.

F4.9 The provisions of clause C2 shall continue to apply in all other respects after the assignment and shall not be amended without Approval.

F4.10 Subject to clause F4.11, the Authority may assign, novate or otherwise dispose of its rights and obligations under the Contract or any part thereof to:

- (a) any Contracting Authority;
- (b) any other body established or authorised by the Crown or under statute in order substantially to perform any of the functions that had previously been performed by the Authority; or
- (c) any private sector body which substantially performs the functions of the Authority

provided that any such assignment, novation or other disposal shall not increase the burden of the Contractor’s obligations under the Contract.

- F4.11 Any change in the legal status of the Authority such that it ceases to be a Contracting Authority shall not, subject to clause F4.12, affect the validity of the Contract and the Contract shall bind and inure to the benefit of any successor body to the Authority.
- F4.12 If the rights and obligations under the Contract are assigned, novated or otherwise disposed of pursuant to clause F4.10 to a body which is not a Contracting Authority or if there is a change in the legal status of the Authority such that it ceases to be a Contracting Authority (in the remainder of this clause both such bodies being referred to as the “**Transferee**”):
- (a) the rights of termination of the Authority in clauses H1 and H2 shall be available to the Contractor in respect of the Transferee; and
 - (b) the Transferee shall only be able to assign, novate or otherwise dispose of its rights and obligations under the Contract or any part thereof with the prior consent in writing of the Contractor.
- F4.13 The Authority may disclose to any Transferee any Confidential Information of the Contractor which relates to the performance of the Contractor’s obligations under the Contract. In such circumstances the Authority shall authorise the Transferee to use such Confidential Information only for purposes relating to the performance of the Contractor’s obligations under the Contract and for no other purpose and shall take all reasonable steps to ensure that the Transferee gives a confidentiality undertaking in relation to such Confidential Information.
- F4.14 Each Party shall at its own cost and expense carry out, or use all reasonable endeavours to ensure the carrying out of, whatever further actions (including the execution of further documents) the other Party reasonably requires from time to time for the purpose of giving that other Party the full benefit of the provisions of the Contract.

F5 Waiver

- F5.1 The failure of either Party to insist upon strict performance of any provision of the Contract, or the failure of either Party to exercise, or any delay in exercising, any right or remedy shall not constitute a waiver of that right or remedy and shall not cause a diminution of the obligations established by the Contract.
- F5.2 No waiver shall be effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with clause A4 (Notices and Communications).
- F5.3 A waiver of any right or remedy arising from a breach of the Contract shall not constitute a waiver of any right or remedy arising from any other or subsequent breach of the Contract.

F6 Variation

- F6.1 If, after the Commencement Date, the Authority’s requirements change, the Authority may request a Variation subject to the terms of this clause 6.
- F6.2 The Authority may request a Variation by notifying the Contractor in writing of the Variation and giving the Contractor sufficient information to assess the extent of the Variation and consider whether any change to the Price is required in order to implement the Variation within a reasonable time limit specified by the Authority. If the Contractor accepts the Variation it shall confirm it in writing.

- F6.3 If the Contractor is unable to accept the Variation or where the Parties are unable to agree a change to the Price, the Authority may:
- (a) allow the Contractor to fulfil its obligations under the Contract without the Variation to the Specification; or
 - (b) terminate the Contract immediately except where the Contractor has already delivered all or part of the Services or where the Contractor can show evidence of substantial work being carried out to fulfil the requirements of the Specification; and in such case the Parties shall attempt to agree upon a resolution to the matter. If a resolution cannot be reached, the matter shall be dealt with under the Dispute Resolution procedure detailed in clause I2 (Dispute Resolution).
- F6.4 No Variation will take effect unless and until it is recorded in a validly executed Change Control Notice (CCN). Execution of a CCN is made via electronic signature as described in clause 1.2 of Section 1 of the Contract.
- F6.5 A CCN takes effect on the date on which both Parties communicate acceptance of the CCN via Jaggaer. On the date it communicates acceptance of the CCN in this way the Contractor is deemed to warrant and represent that the CCN has been executed by a duly authorised representative of the Contractor in addition to the warranties and representations set out in clause G2.
- F6.6 The provisions of clauses F6.4 and F6.5 may be varied in an emergency if it is not practicable to obtain the Authorised Representative's approval within the time necessary to make the Variation in order to address the emergency. In an emergency, Variations may be approved by a different representative of the Authority. However, the Authorised Representative shall have the right to review such a Variation and require a CCN to be entered into on a retrospective basis which may itself vary the emergency Variation.

F7 Severability

- F7.1 If any provision of the Contract which is not of a fundamental nature is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed and the remainder of the provisions of the Contract shall continue in full force and effect as if the Contract had been executed with the invalid, illegal or unenforceable provision eliminated.

F8 Remedies Cumulative

- F8.1 Except as expressly provided in the Contract all remedies available to either Party for breach of the Contract are cumulative and may be exercised concurrently or separately, and the exercise of any one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.

F9 Entire Agreement

- F9.1 The Contract constitutes the entire agreement between the Parties in respect of the matters dealt with therein. The Contract supersedes all prior negotiations between the Parties and all representations and undertakings made by one Party to the other, whether written or oral, except that this clause shall not exclude liability in respect of any fraudulent misrepresentation.

F10 Counterparts

- F10.1 The Contract may be executed in counterparts, each of which when executed and delivered shall constitute an original but all counterparts together shall constitute one and the same instrument.

G LIABILITIES

G1 Liability, Indemnity and Insurance

- G1.1 Neither Party limits its liability for:

- (a) death or personal injury caused by its negligence;
- (b) fraud or fraudulent misrepresentation;
- (c) any breach of any obligations implied by section 2 of the Supply of Goods and Services Act 1982;
- (c) any breach of clauses D1, E1, E2 and E4;
- (d) Schedule 11; or
- (e) any liability to the extent it cannot be limited or excluded by Law.

- G1.2 Subject to clauses G1.3 and G1.4, the Contractor shall indemnify the Authority and keep the Authority indemnified fully against all claims, proceedings, demands, charges, actions, damages, costs, breach of statutory duty, expenses and any other liabilities which may arise out of the supply, or the late or purported supply, of the Services or the performance or non-performance by the Contractor of its obligations under the Contract or the presence of the Contractor or any Staff on the Premises, including in respect of any death or personal injury, loss of or damage to property, financial loss arising from any advice given or omitted to be given by the Contractor, or any other loss which is caused directly by any act or omission of the Contractor.

- G1.3 Subject to clause G1.1 the Contractor's aggregate liability in respect of the Contract shall not exceed \$540,000.

- G1.4 The Contractor shall not be responsible for any injury, loss, damage, cost or expense if and to the extent that it is caused by the negligence or wilful misconduct of the Authority or by breach by the Authority of its obligations under the Contract.

- G1.5 The Authority may recover from the Contractor the following losses incurred by the Authority to the extent they arise as a result of a Default by the Contractor:

- (a) any additional operational and/or administrative costs and expenses incurred by the Authority, including costs relating to time spent by or on behalf of the Authority in dealing with the consequences of the Default;
- (b) any wasted expenditure or charges;

- (c) the additional costs of procuring a Replacement Contractor for the remainder of the Contract Period and or replacement deliverables which shall include any incremental costs associated with the Replacement Contractor and/or replacement deliverables above those which would have been payable under the Contract;
 - (d) any compensation or interest paid to a third party by the Authority; and
 - (e) any fine or penalty incurred by the Authority pursuant to Law and any costs incurred by the Authority in defending any proceedings which result in such fine or penalty.
- G1.6 Subject to clauses G1.1 and G1.5, neither Party shall be liable to the other for any:
 - (a) loss of profits, turnover, business opportunities or damage to goodwill (in each case whether direct or indirect); or
 - (b) indirect, special or consequential loss.
- G1.7 Unless otherwise specified by the Authority, the Contractor shall, with effect from the Commencement Date for such period as necessary to enable the Contractor to comply with its obligations herein, take out and maintain with a reputable insurance company a policy or policies of insurance providing an adequate level of cover in respect of all risks which may be incurred by the Contractor, arising out of the Contractor's performance of its obligations under the Contract, including death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Contractor. Such insurance shall be maintained for the duration of the Contract Period and for a minimum of 6 years following the end of the Contract.
- G1.8 The Contractor shall hold employer's liability insurance in respect of Staff and such insurance shall be in accordance with any legal requirement from time to time in force.
- G1.9 The Contractor shall give the Authority, on request, copies of all insurance policies referred to in this clause or a broker's verification of insurance to demonstrate that the appropriate cover is in place, together with receipts or other evidence of payment of the latest premiums due under those policies.
- G1.10 If the Contractor does not give effect to and maintain the insurances required by the provisions of the Contract, the Authority may make alternative arrangements to protect its interests and may recover the costs of such arrangements from the Contractor.
- G1.11 The provisions of any insurance or the amount of cover shall not relieve the Contractor of any liabilities under the Contract.
- G1.12 The Contractor shall not take any action or fail to take any reasonable action, or (to the extent that it is reasonably within its power) permit anything to occur in relation to the Contractor, which would entitle any insurer to refuse to pay any claim under any insurance policy in which the Contractor is an insured, a co-insured or additional insured person.

G2 Warranties and Representations

- G2.1 The Contractor warrants and represents on the Commencement Date and for the Contract Period that:

- (a) it has full capacity and authority and all necessary consents to enter into and perform the Contract and that the Contract is executed by a duly authorised representative of the Contractor;
- (b) in entering the Contract, it has not committed any fraud;
- (c) as at the Commencement Date, all information contained in the Tender or other offer made by the Contractor to the Authority remains true, accurate and not misleading, save as may have been specifically disclosed in writing to the Authority prior to execution of the Contract and in addition, that it will advise the Authority of any fact, matter or circumstance of which it may become aware which would render such information to be false or misleading;
- (d) no claim is being asserted and no litigation, arbitration or administrative proceeding is presently in progress or, to the best of its knowledge and belief, pending or threatened against it or any of its assets which will or might have an adverse effect on its ability to perform its obligations under the Contract;
- (e) it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under the Contract;
- (f) no proceedings or other steps have been taken and not discharged (nor, to the best of its knowledge, are threatened) for the winding up of the Contractor or for its dissolution or for the appointment of a receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Contractor's assets or revenue;
- (g) it owns, or has obtained or is able to obtain valid licences for, all Intellectual Property Rights that are necessary for the performance of its obligations under the Contract;
- (h) any person engaged by the Contractor shall be engaged on terms which do not entitle them to any Intellectual Property Right in any IP Materials;
- (i) in the three (3) years (or period of existence where the Contractor has not been in existence for three (3) years) prior to the date of the Contract:
 - i) it has conducted all financial accounting and reporting activities in compliance in all material respects with the generally accepted accounting principles that apply to it in any country where it files accounts;
 - ii) it has been in full compliance with all applicable securities and tax laws and regulations in the jurisdiction in which it is established; and
 - iii) it has not done or omitted to do anything which could have a material adverse effect on its assets, financial condition or position as an ongoing business concern or its ability to fulfil its obligations under the Contract;
- (j) it has and will continue to hold all necessary (if any) regulatory approvals from the Regulatory Bodies necessary to perform its obligations under the Contract; and
- (k) it has notified the Authority in writing of any Occasions of Tax Non-Compliance and any litigation in which it is involved that is in connection with any Occasion of Tax Non-Compliance.

G3 Force Majeure

- G3.1 Subject to the remaining provisions of this clause G3, a Party may claim relief under this clause G3 from liability for failure to meet its obligations under the Contract for as long as and only to the extent that the performance of those obligations is directly affected by a Force Majeure Event. Any failure or delay by the Contractor in performing its obligations under the Contract which results from a failure or delay by an agent, Sub-Contractor or supplier shall be regarded as due to a Force Majeure Event only if that agent, Sub-Contractor or supplier is itself impeded by a Force Majeure Event from complying with an obligation to the Contractor.
- G3.2 The Affected Party shall as soon as reasonably practicable issue a Force Majeure Notice, which shall include details of the Force Majeure Event, its effect on the obligations of the Affected Party and any action the Affected Party proposes to take to mitigate its effect.
- G3.3 If the Contractor is the Affected Party, it shall not be entitled to claim relief under this clause G3 to the extent that consequences of the relevant Force Majeure Event:
- (a) are capable of being mitigated by any of the Services, but the Contractor has failed to do so; and/or
 - (b) should have been foreseen and prevented or avoided by a prudent provider of services similar to the Services, operating to the standards required by the Contract.
- G3.4 Subject to clause G3.5, as soon as practicable after the Affected Party issues the Force Majeure Notice, and at regular intervals thereafter, the Parties shall consult in good faith and use reasonable endeavours to agree any steps to be taken and an appropriate timetable in which those steps should be taken, to enable continued provision of the Services affected by the Force Majeure Event.
- G3.5 The Parties shall at all times following the occurrence of a Force Majeure Event and during its subsistence use their respective reasonable endeavours to prevent and mitigate the effects of the Force Majeure Event. Where the Contractor is the Affected Party, it shall take all steps in accordance with Good Industry Practice to overcome or minimise the consequences of the Force Majeure Event.
- G3.6 If, as a result of a Force Majeure Event:
- (a) an Affected Party fails to perform its obligations in accordance with the Contract, then during the continuance of the Force Majeure Event:
 - i) the other Party shall not be entitled to exercise its rights to terminate the Contract in whole or in part as a result of such failure pursuant to clause H2.1 or H2.3; and
 - ii) neither Party shall be liable for any Default arising as a result of such failure;
 - (b) the Contractor fails to perform its obligations in accordance with the Contract it shall be entitled to receive payment of the Price (or a proportional payment of it) only to the extent that the Services (or part of the Services) continue to be performed in accordance with the terms of the Contract during the occurrence of the Force Majeure Event.

- G3.7 The Affected Party shall notify the other Party as soon as practicable after the Force Majeure Event ceases or no longer causes the Affected Party to be unable to comply with its obligations under the Contract.
- G3.8 Relief from liability for the Affected Party under this clause G3 shall end as soon as the Force Majeure Event no longer causes the Affected Party to be unable to comply with its obligations under the Contract and shall not be dependent on the serving of notice under clause G3.7.

H DEFAULT, DISRUPTION AND TERMINATION

H1 Termination on Insolvency and Change of Control

- H1.1 The Authority may terminate the Contract with immediate effect by notice and without compensation to the Contractor where the Contractor is a company and in respect of the Contractor:
- (a) a proposal is made for a voluntary arrangement within Part I of the Insolvency Act 1986 or of any other composition scheme or arrangement with, or assignment for the benefit of, its creditors;
 - (b) a shareholders' meeting is convened for the purpose of considering a resolution that it be wound up or a resolution for its winding-up is passed (other than as part of, and exclusively for the purpose of, a bona fide reconstruction or amalgamation);
 - (c) a petition is presented for its winding up (which is not dismissed within 14 days of its service) or an application is made for the appointment of a provisional liquidator or a creditors' meeting is convened pursuant to section 98 of the Insolvency Act 1986;
 - (d) a receiver, administrative receiver or similar officer is appointed over the whole or any part of its business or assets;
 - (e) an application order is made either for the appointment of an administrator or for an administration order, an administrator is appointed, or notice of intention to appoint an administrator is given;
 - (f) it is or becomes insolvent within the meaning of section 123 of the Insolvency Act 1986;
 - (g) being a "small company" within the meaning of section 247(3) of the Companies Act 1985, a moratorium comes into force pursuant to Schedule A1 of the Insolvency Act 1986; or
 - (h) any event similar to those listed in H1.1(a)-(g) occurs under the law of any other jurisdiction.
- H1.2 The Authority may terminate the Contract with immediate effect by notice and without compensation to the Contractor where the Contractor is an individual and:
- (a) an application for an interim order is made pursuant to sections 252-253 of the Insolvency Act 1986 or a proposal is made for any composition scheme or arrangement with, or assignment for the benefit of, the Contractor's creditors;

- (b) a petition is presented and not dismissed within fourteen (14) days or order made for the Contractor's bankruptcy;
- (c) a receiver, or similar officer is appointed over the whole or any part of the Contractor's assets or a person becomes entitled to appoint a receiver, or similar officer over the whole or any part of his assets;
- (d) the Contractor is unable to pay his debts or has no reasonable prospect of doing so, in either case within the meaning of section 268 of the Insolvency Act 1986;
- (e) a creditor or encumbrancer attaches or takes possession of, or a distress, execution, sequestration or other such process is levied or enforced on or sued against, the whole or any part of the Contractor's assets and such attachment or process is not discharged within fourteen (14) days;
- (f) he dies or is adjudged incapable of managing his affairs within the meaning of Part VII of the Mental Capacity Act 2005;
- (g) he suspends or ceases, or threatens to suspend or cease, to carry on all or a substantial part of his business; or
- (h) any event similar to those listed in clauses H1.2(a) to (g) occurs under the law of any other jurisdiction.

H1.3 The Contractor shall notify the Authority immediately in writing of any proposal or negotiations which will or may result in a merger, take-over, change of control, change of name or status including where the Contractor undergoes a change of control within the meaning of section 1124 of the Corporation Taxes Act 2010 ("**Change of Control**"). The Authority may terminate the Contract with immediate effect by notice and without compensation to the Contractor within six (6) Months of:

- (a) being notified that a Change of Control has occurred; or
- (b) where no notification has been made, the date that the Authority becomes aware of the Change of Control,

but shall not be permitted to terminate where Approval was granted prior to the Change of Control.

H1.4 The Authority may terminate the Contract with immediate effect by notice and without compensation to the Contractor where the Contractor is a partnership and:

- (a) a proposal is made for a voluntary arrangement within Article 4 of the Insolvent Partnerships Order 1994 or a proposal is made for any other composition, scheme or arrangement with, or assignment for the benefit of, its creditors; or
- (b) it is for any reason dissolved; or
- (c) a petition is presented for its winding up or for the making of any administration order, or an application is made for the appointment of a provisional liquidator; or

- (d) a receiver, or similar officer is appointed over the whole or any part of its assets; or
 - (e) the partnership is deemed unable to pay its debts within the meaning of section 222 or 223 of the Insolvency Act 1986 as applied and modified by the Insolvent Partnerships Order 1994; or
 - (f) any of the following occurs in relation to any of its partners:
 - (i) an application for an interim order is made pursuant to sections 252-253 of the Insolvency Act 1986 or a proposal is made for any composition scheme or arrangement with, or assignment for the benefit of, his creditors;
 - (ii) a petition is presented for his bankruptcy; or
 - (iii) a receiver, or similar officer is appointed over the whole or any part of his assets;
 - (g) any event similar to those listed in clauses H1.4(a) to (f) occurs under the law of any other jurisdiction.
- H1.5 The Authority may terminate the Contract with immediate effect by notice and without compensation to the Contractor where the Contractor is a limited liability partnership and:
- (a) a proposal is made for a voluntary arrangement within Part I of the Insolvency Act 1986 or a proposal is made for any other composition, scheme or arrangement with, or assignment for the benefit of, its creditors;
 - (b) it is for any reason dissolved;
 - (c) an application is made either for the appointment of an administrator or for an administration order, an administrator is appointed, or notice of intention to appoint an administrator is given within Part II of the Insolvency Act 1986;
 - (d) any step is taken with a view to it being determined that it be wound up (other than as part of, and exclusively for the purpose of, a bona fide reconstruction or amalgamation) within Part IV of the Insolvency Act 1986;
 - (e) a petition is presented for its winding up (which is not dismissed within 14 days of its service) or an application is made for the appointment of a provisional liquidator within Part IV of the Insolvency Act 1986;
 - (f) a receiver, or similar officer is appointed over the whole or any part of its assets; or
 - (g) it is or becomes unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986;
 - (h) a moratorium comes into force pursuant to Schedule A1 of the Insolvency Act 1986; or
 - (i) any event similar to those listed in clauses H1.5 (a) to (h) occurs under the law of any other jurisdiction.
- H1.6 References to the Insolvency Act 1986 in clause H1.5(a) shall be construed as being references to that Act as applied under the Limited Liability Partnerships Act 2000 subordinate legislation.

H2 Termination on Default

- H2.1 The Authority may terminate the Contract with immediate effect by notice if the Contractor commits a Default and:
- (a) the Contractor has not remedied the Default to the satisfaction of the Authority within twenty five (25) Working Days or such other period as may be specified by the Authority, after issue of a notice specifying the Default and requesting it to be remedied;
 - (b) the Default is not, in the opinion of the Authority, capable of remedy; or
 - (c) the Default is a Material Breach.
- H2.2 If, through any Default of the Contractor, data transmitted or processed in connection with the Contract is either lost or sufficiently degraded as to be unusable, the Contractor shall be liable for the cost of reconstitution of that data and shall reimburse the Authority in respect of any charge levied for its transmission and any other costs charged in connection with such Default.
- H2.3 If the Authority fails to pay the Contractor undisputed sums of money when due, the Contractor shall give notice to the Authority of its failure to pay. If the Authority fails to pay such undisputed sums within ninety (90) Working Days of the date of such notice, the Contractor may terminate the Contract in writing with immediate effect, save that such right of termination shall not apply where the failure to pay is due to the Authority exercising its rights under clause C3.1 (Recovery of Sums Due) or to a Force Majeure Event.

H3 Termination on Notice

- H3.1 The Authority may terminate the Contract at any time by giving thirty (30) days' notice to the Contractor.

H4 Other Termination Grounds

- H4.1 The Authority may terminate the Contract on written notice to the Contractor if:
- (a) the Contract has been subject to a substantial modification which requires a new procurement procedure pursuant to regulation 72(9) of the Regulations;
 - (b) the Contractor was, at the time the Contract was awarded, in one of the situations specified in regulation 57(1) of the Regulations, including as a result of the application of regulation 57 (2), and should therefore have been excluded from the procurement procedure which resulted in its award of the Contract;
 - (c) the Contract should not have been awarded to the Contractor in view of a serious infringement of the obligations under the Treaties and the Regulations that has been declared by the Court of Justice of the European Union in a procedure under Article 258 of the TFEU; or
 - (d) the Contractor has not, in performing the Services, complied with its legal obligations in respect of environmental, social or labour law.

H5 Consequences of Expiry or Termination

- H5.1 If the Authority terminates the Contract under clauses H2 or H4 and makes other arrangements for the supply of the Services the Authority may recover from the Contractor the cost reasonably incurred of making those other arrangements and any additional expenditure incurred by the Authority throughout the remainder of the Contract Period.
- H5.2 If Contract is terminated under clauses H2 or H4 the Authority shall make no further payments to the Contractor (for Services supplied by the Contractor prior to termination and in accordance with the Contract but where the payment has yet to be made by the Authority), until the Authority has established the final cost of making the other arrangements envisaged under this clause.
- H5.3 If the Authority terminates the Contract under clause H3 the Authority shall make no further payments to the Contractor except for Services supplied by the Contractor prior to termination and in accordance with the Contract but where the payment has yet to be made by the Authority.
- H5.4 Save as otherwise expressly provided in the Contract:
- (a) termination or expiry of the Contract shall be without prejudice to any rights, remedies or obligations accrued under the Contract prior to termination or expiration and nothing in the Contract shall prejudice the right of either Party to recover any amount outstanding at such termination or expiry; and
 - (b) termination of the Contract shall not affect the continuing rights, remedies or obligations of the Authority or the Contractor under clauses C2 (Payment and VAT), C3 (Recovery of Sums Due), D1 (Prevention of Fraud and Bribery), E2 (Data Protection Act Compliance), E3 (Official Secrets Acts 1911 to 1989, Section 182 of the Finance Act 1989), E4 (Confidential Information), E5 (Freedom of Information), E8 (Intellectual Property Rights), E9 (Audit), F9 (Remedies Cumulative), G1 (Liability, Indemnity and Insurance), H5 (Consequences of Expiry or Termination), H7 (Recovery upon Termination) and I1 (Governing Law and Jurisdiction).

H6 Disruption

- H6.1 The Contractor shall take reasonable care to ensure that in the performance of its obligations under the Contract it does not disrupt the operations of the Authority, its employees or any other contractor employed by the Authority.
- H6.2 The Contractor shall immediately inform the Authority of any actual or potential industrial action, whether such action be by its own employees or others, which affects or might affect its ability at any time to perform its obligations under the Contract.
- H6.3 If there is industrial action by the Staff, the Contractor shall seek Approval to its proposals to continue to perform its obligations under the Contract.
- H6.4 If the Contractor's proposals referred to in clause H6.3 are considered insufficient or unacceptable by the Authority acting reasonably, then the Contract may be terminated with immediate effect by the Authority by notice.
- H6.5 If the Contractor is unable to deliver the Services owing to disruption of the Authority's normal business, the Contractor may request a reasonable allowance of time, and, in

addition, the Authority will reimburse any additional expense reasonably incurred by the Contractor as a direct result of such disruption.

H7 Recovery upon Termination

H7.1 On termination of the Contract for any reason, the Contractor shall at its cost:

- (a) immediately return to the Authority all Confidential Information, Personal Data and IP Materials in its possession or in the possession or under the control of any permitted suppliers or Sub-Contractors, which was obtained or produced in the course of providing the Services;
- (b) immediately deliver to the Authority all Property (including materials, documents, information and access keys) provided to the Contractor in good working order;
- (c) immediately vacate any Authority Premises occupied by the Contractor;
- (d) assist and co-operate with the Authority to ensure an orderly transition of the provision of the Services to the Replacement Contractor and/or the completion of any work in progress; and
- (e) promptly provide all information concerning the provision of the Services which may reasonably be requested by the Authority for the purposes of adequately understanding the manner in which the Services have been provided and/or for the purpose of allowing the Authority and/or the Replacement Contractor to conduct due diligence.

H7.2 If the Contractor does not comply with clauses H7.1(a) and (b), the Authority may recover possession thereof and the Contractor grants a licence to the Authority or its appointed agents to enter (for the purposes of such recovery) any premises of the Contractor or its permitted suppliers or Sub-Contractors where any such items may be held.

H8 Retendering and Handover

H8.1 Within twenty one (21) days of being requested by the Authority, the Contractor shall provide, and thereafter keep updated, in a fully indexed and catalogued format, all the information necessary to enable the Authority to issue tender documents for the future provision of the Services.

H8.2 The Authority shall take all necessary precautions to ensure that the information referred to in clause H8.1 is given only to potential providers who have qualified to tender for the future provision of the Services.

H8.3 The Authority shall require that all potential providers treat the information in confidence; that they do not communicate it except to such persons within their organisation and to such extent as may be necessary for the purpose of preparing a response to an invitation to tender issued by the Authority; and that they shall not use it for any other purpose.

H8.4 The Contractor shall indemnify the Authority against any claim made against the Authority at any time by any person in respect of any liability incurred by the Authority arising from any deficiency or inaccuracy in information which the Contractor is required to provide under clause H8.1.

- H8.5 The Contractor shall allow access to the Premises in the presence of the Authorised Representative, to any person representing any potential provider whom the Authority has selected to tender for the future provision of the Services.
- H8.6 If access is required to the Contractor's Premises for the purposes of clause H7.5, the Authority shall give the Contractor seven (7) days' notice of a proposed visit together with a list showing the names of all persons who will be visiting. Their attendance shall be subject to compliance with the Contractor's security procedures, subject to such compliance not being in conflict with the objectives of the visit.
- H8.7 The Contractor shall co-operate fully with the Authority during any handover at the end of the Contract. This co-operation shall include allowing full access to, and providing copies of, all documents, reports, summaries and any other information necessary in order to achieve an effective transition without disruption to routine operational requirements.
- H8.8 Within ten (10) Working Days of being requested by the Authority, the Contractor shall transfer to the Authority, or any person designated by the Authority, free of charge, all computerised filing, recording, documentation, planning and drawing held on software and utilised in the provision of the Services. The transfer shall be made in a fully indexed and catalogued disk format, to operate on a proprietary software package identical to that used by the Authority.

H9 Exit Management

- H9.1 Upon termination the Contractor shall render reasonable assistance to the Authority to the extent necessary to effect an orderly assumption by a Replacement Contractor in accordance with the procedure set out in clause H10.

H10 Exit Procedures

- H10.1 Where the Authority requires a continuation of all or any of the Services on expiry or termination of this Contract, either by performing them itself or by engaging a third party to perform them, the Contractor shall co-operate fully with the Authority and any such third party and shall take all reasonable steps to ensure the timely and effective transfer of the Services without disruption to routine operational requirements.
- H10.2 The following commercial approach shall apply to the transfer of the Services if the Contractor:
- (a) does not have to use resources in addition to those normally used to deliver the Services prior to termination or expiry, there shall be no change to the Price; or
 - (b) reasonably incurs additional costs, the Parties shall agree a Variation to the Price based on the Contractor's rates either set out in Schedule 2 or forming the basis for the Price.
- H10.3 When requested to do so by the Authority, the Contractor shall deliver to the Authority details of all licences for software used in the provision of the Services including the software licence agreements.
- H10.4 Within one (1) Month of receiving the software licence information described above, the Authority shall notify the Contractor of the licences it wishes to be transferred, and the Contractor shall provide for the approval of the Authority a plan for licence transfer.

H11 Knowledge Retention

- H11.1 The Contractor shall co-operate fully with the Authority in order to enable an efficient and detailed knowledge transfer from the Contractor to the Authority on the completion or earlier termination of the Contract and in addition, to minimise any disruption to routine operational requirements. To facilitate this transfer, the Contractor shall provide the Authority free of charge with full access to its Staff, and in addition, copies of all documents, reports, summaries and any other information requested by the Authority. The Contractor shall comply with the Authority's request for information no later than fifteen (15) Working Days from the date that that request was made.

I DISPUTES AND LAW

I1 Governing Law and Jurisdiction

- I1.1 Subject to the provisions of clause I2 the Contract, including any matters arising out of or in connection with it, shall be governed by and interpreted in accordance with English Law and shall be subject to the jurisdiction of the Courts of England and Wales. The submission to such jurisdiction shall not limit the right of the Authority to take proceedings against the Contractor in any other court of competent jurisdiction, and the taking of proceedings in any other court of competent jurisdiction shall not preclude the taking of proceedings in any other jurisdiction whether concurrently or not.

I2 Dispute Resolution

- I2.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Contract within twenty (20) Working Days of either Party notifying the other of the dispute and such efforts shall involve the escalation of the dispute to the finance director of the Contractor and the commercial director of the Authority.
- I2.2 Nothing in this dispute resolution procedure shall prevent the Parties from seeking from any court of competent jurisdiction an interim order restraining the other Party from doing any act or compelling the other Party to do any act.
- I2.3 If the dispute cannot be resolved by the Parties pursuant to clause I2.1 either Party may refer it to mediation pursuant to the procedure set out in clause I2.5.
- I2.4 The obligations of the Parties under the Contract shall not cease, or be suspended or delayed by the reference of a dispute to mediation (or arbitration) and the Contractor and the Staff shall comply fully with the requirements of the Contract at all times.
- I2.5 The procedure for mediation and consequential provisions relating to mediation are as follows:
- (a) a neutral adviser or mediator (the "**Mediator**") shall be chosen by agreement between the Parties or, if they are unable to agree upon a Mediator within ten (10) Working Days after a request by one Party to the other or if the Mediator agreed upon is unable or unwilling to act, either Party shall within ten (10) Working Days from the date of the proposal to appoint a Mediator or within ten (10) Working Days of notice to either Party that he is unable or unwilling to act, apply to the Centre for Effective Dispute Resolution to appoint a Mediator;

- (b) the Parties shall within ten (10) Working Days of the appointment of the Mediator meet with him in order to agree a programme for the exchange of all relevant information and the structure to be adopted for negotiations. If appropriate, the Parties may at any stage seek assistance from the Centre for Effective Dispute Resolution to provide guidance on a suitable procedure;
- (c) unless otherwise agreed, all negotiations connected with the dispute and any settlement agreement relating to it shall be conducted in confidence and without prejudice to the rights of the Parties in any future proceedings;
- (d) if the Parties reach agreement on the resolution of the dispute, the agreement shall be recorded in writing and shall be binding on the Parties once it is signed by their duly authorised representatives;
- (e) failing agreement, either of the Parties may invite the Mediator to provide a non-binding but informative written opinion. Such an opinion shall be provided on a without prejudice basis and shall not be used in evidence in any proceedings relating to the Contract without the prior written consent of both Parties; and
- (f) if the Parties fail to reach agreement within sixty (60) Working Days of the Mediator being appointed, or such longer period as may be agreed by the Parties, then any dispute or difference between them may be referred to the Courts unless the dispute is referred to arbitration pursuant to the procedures set out in clause 12.6.

12.6 Subject to clause 12.2, the Parties shall not institute court proceedings until the procedures set out in clauses 12.1 and 12.3 have been completed save that:

- (a) The Authority may at any time before court proceedings are commenced, serve a notice on the Contractor requiring the dispute to be referred to and resolved by arbitration in accordance with clause 12.7;
- (b) if the Contractor intends to commence court proceedings, it shall serve notice on the Authority of its intentions and the Authority shall have twenty one (21) days following receipt of such notice to serve a reply on the Contractor requiring the dispute to be referred to and resolved by arbitration in accordance with clause 12.7; and
- (c) the Contractor may request by notice to the Authority that any dispute be referred and resolved by arbitration in accordance with clause 12.7, to which the Authority may consent as it sees fit.

12.7 If any arbitration proceedings are commenced pursuant to clause 12.6,

- (a) the arbitration shall be governed by the provisions of the Arbitration Act 1996 and the Authority shall give a notice of arbitration to the Contractor (the "**Arbitration Notice**") stating:
 - (i) that the dispute is referred to arbitration; and
 - (ii) providing details of the issues to be resolved;

- (b) the London Court of International Arbitration (“**LCIA**”) procedural rules in force at the date that the dispute was referred to arbitration in accordance with 12.7(b) shall be applied and are deemed to be incorporated by reference to the Contract and the decision of the arbitrator shall be binding on the Parties in the absence of any material failure to comply with such rules;
- (c) the tribunal shall consist of a sole arbitrator to be agreed by the Parties;
- (d) if the Parties fail to agree the appointment of the arbitrator within ten (10) days of the Arbitration Notice being issued by the Authority under clause 12.7(a) or if the person appointed is unable or unwilling to act, the arbitrator shall be appointed by the LCIA;
- (e) the arbitration proceedings shall take place in London and in the English language; and
- (f) the arbitration proceedings shall be governed by, and interpreted in accordance with, English Law.

SCHEDULE 1 – SERVICES

1. BACKGROUND

- 1.1. DIT's internal research shows that primary trade and investment audiences rated the UK as less innovative, creative, and technologically advanced than some of our competitors. . In the lead-up to Free Trade Agreement (FTA) with the US, it is critical to highlight the UK's innovation and future facing businesses and the opportunities to collaborate with North American businesses in our No. 1 trade and investment market. The US and Canada are also key international partners in areas of strategic interest and represent two of the UK's most important trading partners. The North America DIT region will be instrumental in delivering on the UK's ambitious export, trade and investment objectives, and will be a priority region for capturing the opportunities presented by our independent trade policy.
- 1.2. DIT North America will communicate the strength and depth of the transatlantic relationships, showcase both the current and future strengths of the UK, and position it as a bilateral and global partner of choice. In the US, communication and marketing activity will be driven by the negotiation of an FTA, and communicating the UK's exports, trade and investment offering. In Canada, activity will largely focus on deepening bilateral trading relationship at every level and rolling over CETA
- 1.3. The relatively new Boris Johnson government, the transition after Brexit and interest in an FTA with the US provides a major opportunity to communicate the strengths of the UK at this critical moment. The GREAT Ready to Trade campaign will highlight how UK businesses are designing our future by meeting the challenges facing our society and in some of the UK's key business sectors. The Contractor that will deliver a campaign that will build on the UK's strong free trade narrative and paint a holistic picture of the UK as a desirable trade and investment partner for North American companies. The Contractor will deliver messaging that will promote the reasons why the UK is producing such innovative goods and services, (strong talent and skills, universities, catapults, etc.) and the opportunity for international businesses to partner and grow.
- 1.4. The main role of the Contractor will be developing and delivering the PR campaign effort that highlights the UK's innovation, showcases opportunities to collaborate with North American businesses in our market and brings to life DIT's vision of being the 'good news' department. The Agency will deploy stories as digital content, through strategic press and media placements, and to support DIT at key events and major moments.

2. COMMUNICATION OBJECTIVES

- 2.1. The Contractor will be required to deliver the following:
 - Top line messaging highlighting UK commitment to innovation and creativity, underpinned by specific examples of UK companies, organizations and individuals (or UK/North America collaborations) exhibiting these qualities and US companies that have invested in the UK and why they chose the UK.
 - Demonstrate how innovative UK companies and UK-North American partnerships are providing solutions to the global challenges in the following strategic areas:
 1. AI & Data
 2. Future of Mobility

3. Clean Growth & Sustainability
4. Ageing Society
5. COP26

- Supporting messaging focused on:
 - Logistical, financial, geographic or cultural reasons why companies might buy from or invest in the UK – or choose the UK as a partner in science and innovation or advanced education
 - Use Ready to Trade messaging, key Government priorities such as climate change and sector deal messaging to showcase UK government commitment to innovation through business-friendly government policies, funding, research and government/industry collaboration and what it means for potential investors or buyers.
- **#Readytotrade** hashtag will be used with content and provide a positive, forward-thinking message.

3. CONTRCATOR REQUIREMENTS

- 3.1. The Contractor will be required to work with members of the DIT North America marketing hub (staff in New York and Toronto), as well as relevant Press and Public Affairs (PPA) officers and Trade and Investment officers (sector teams) across the US & Canada.
- 3.2. The Contractor may also work with the GREAT Britain Campaign team, media buying agency MG OMD, and other campaign partners (such as event sponsors or UK companies) to develop and execute successful strategies to meet objectives.
- 3.3. The Contractor will:
 - Identify opportunities for both traditional and digital media.
 - Secure interest from an agreed list of targeted media:
 - (a) Top-tier print and broadcast media covering the “grand challenges” facing society such as AI/Big Data, Sustainability, Mobility and Ageing Society, and the business opportunities in these areas;
 - (b) Technology industry publications and sector-relevant media / trade publications running stories and, as applicable, attending key events.
 - (c) Ensure key campaign activities (to be agreed on once DIT North America events have been confirmed)
 - (d) Secure:
 - i. Coverage in industry publications on the strength and success of British emerging technologies and products and services that meet the challenges in AI/Big Data, Sustainability, Mobility and Aging Society
 - ii. Coverage in top tier media on the strength and opportunity of the UK proposition to North America businesses, with inclusion of some of our key campaign message

4. TARGET AUDIENCE

The Agency should look to ensure the following audiences are the target of the PR strategy

4.1. Audience:

- C-level executives at North American companies, representing potential buyers of UK goods and services and investors (further breakdowns available per sector)
- Business influencers and opinion leaders across priority industries
- Traditional and digital media they consume

- Job titles to target are dependent on sector

4.2. Sectors – Export

US

- i. Technology
- ii. Financial Services: focus on FinTech, InsureTech, RegTech and Green Finance
- iii. Future of Mobility: focus on automotive, aerospace & space
- iv. Creative Industries: focus on creative/immersive content & advertising solutions
- v. Life Sciences: focus on MedTech, data and AI for early diagnosis of disease
- vi. Energy, Environment & Infrastructure: focus on clean growth & sustainability

Canada

- vii. Rail & infrastructure

4.3. Sectors – Investment

US

- i. Technology
- ii. Creative Industries
- iii. Financial Services
- iv. Life Sciences (focus on Industrial Strategy Healthy Ageing Grand Challenge)
- v. Automotive (focus on Future of Mobility tech instead of large auto manufacturers)
- vi. Manufacturing
- vii. Space
- viii. Energy, Environment & Infrastructure

Canada

- ix. Technology
- x. Financial Services
- xi. Life Sciences (focus on Industrial Strategy Healthy Ageing Grand Challenge)
- xii. Automotive (focus on Future of Mobility tech instead of large auto manufacturers)
- xiii. Energy, Environment & infrastructure

5. DELIVERABLES

- 5.1. The following are an outline of the deliverables expected from the Contractor during the contract period:

The Contractor will detail how these will be achieved and where appropriate suggest alternatives:

- PR strategy, planning and implementation through 31 March 2021 with uplift around key events (to be agreed on following discussions with DIT North America)

- Work with DIT to draft overall messaging strategy and provide counsel on rolling out agreed messaging through DIT marketing, social media and comms.
- Gather intelligence through media monitoring and liaising with DIT teams and partners to identify hooks and viable story opportunities
- Develop bespoke list of journalists to pitch stories and invite to events; coordinate interviews/deskside briefings
- Draft and edit media materials such as press releases (to include drafting of quotes), advisories, fact sheets; coordinate with stakeholders (DIT clients, event partners and sponsors) to secure all approvals
- Traditional and digital media outreach (B2B sector-specific and top tier print and broadcast news and features)
- Liaise with stakeholders (DIT clients, event partners and sponsors) on communications (e.g. ensuring appropriate mention of sponsors in event press materials, coordinating approval of sponsors' press releases)
- Liaise with hired photographers for wire distribution of event photos as needed
- Inputting quality control and evaluation measures to assess the impact of activity
- Post-event media evaluation (clippings, links, evaluation metrics) activity and successes.
- Media monitoring; including a full media sweep and evaluation after each event or activity, with reports monthly.

5.2. The relationship will be managed by the DIT Co-Head of Marketing North America; the day-to-day contact will be the Marketing Campaign Manager lead for based in New York.

SCHEDULE 2 - PRICING

Management Fee Breakdown and Schedule of Rates (Rate Card)

1. The Management Fee

The Management Fee is \$14,925 (including applicable taxes) per month for the first twelve (12) months of the contract. The Authority and Contractor will review the fee annually and any adjustment will be agreed through Contract Variation

The following is a breakdown of the monthly Management including what services the Authority is entitled to under it per month:

Retained Resource Description

The assigned DIT account manager will provide daily and ongoing strategic counsel. Primary responsibilities will include understanding DIT's strategic goals, actively directing the DIT PR Agency contract, managing the day-to-day implementation of client programs, developing long term plans and program recommendations, managing DIT-assigned staff, creating and tracking budgets, developing sophisticated messages that align with DIT objectives, responding to and developing materials on complex issues, building complete communication plans and providing client updates demonstrating the account teams value add to overall strategy. Additionally, the account manager will maintain daily contact with senior client counsellors and assist with the implementation of communication plans.

Monthly Fee (\$) including applicable taxes

Account Manager: \$4,500.00

Copywriter: \$3,000.00

Management Support Services: \$7,425.00

Total: \$14,925

2. Schedule of Rates (Rate Card)

The Schedule of Rates that the Contractor submitted as part of the response to the tender for this contract will be the Rate Card used for the contract when pricing up resources against any brief issued by the Authority.

The Contractor must not exceed the rates stated on the Rate Card, however, is encouraged, where possible, to provide discounts.

The following is the Rate Card for this:

Area	Role	Day Rate (\$) including applicable taxes
Strategy and counsel	Senior Vice President	\$3,040.00
Media strategy, relations, training and prep	Senior Vice President	\$3,040.00
Oversee account, strategy and operations	Senior Account Supervisor	\$2,320.00
Day-to-day account lead, media strategy and research	Account Supervisor	\$1,920.00
Media relations lead, research, account support	Assistant Account Executive	\$1,600.00
Media relations, research, account support	Account Coordinator	\$1,320.00

SCHEDULE 3 – GOVERNANCE AND CONTRACT MANAGEMENT

1. Governance and Contract Management

1.1 This Schedule outlines the general structures and management activities that the Parties shall follow during the Contract Period.

Governance Boards

1.2 There are three (3) levels of Governance as detailed table below:

- (a) Level 3 Operational Service and Strategic Delivery Review Board
- (b) Level 2 Service Review Board
- (c) Level 1 Contract Review Board

LEVEL	ATTENDEES	RESPONSIBILITIES / ACTIVITIES	LOCATION/TIMINGS
Level 3 Operational Service and Strategic Delivery Review Board	Authority: Project Manager - Chantal Robinson and Clare Risman Contractor: Contractor's Representative: Jessica Berk Ross	<ul style="list-style-type: none"> Monitoring the development of a strategic relationship to ensure successful delivery of the Contract Maintenance of strategic relationship, through the adoption of proactive management activities which will be informed by quality reports, and the sharing of information between the Authority and Contractor. Contract administration Maintenance of Risk Register and issues Log Be accountable to the Service Review Board 	Weekly (or as appropriate) Note: all forms of communication to be used

		<p>for day to day oversight of the Services.</p> <ul style="list-style-type: none"> • Performance Review - Administer reports on KPI's, Performance Monitoring Reports, issues relating to delivery of Services and performance against Performance Indicators • Quality assurance • Complaint handling 	
<p>Level 2</p> <p>Service Review Board</p>	<p>Authority:</p> <p>Project Manager: Chantal Robinson and Clare Risman</p> <p>Commercial Contract Manager: Commercial Manager</p> <p>Contractor: Contractor's Representative(s) Jessica Berk Ross</p> <p>Optional invitees: (Include if required)</p>	<ul style="list-style-type: none"> • Responsible for the Contract management of the Services and shall review performance (incl. issues unresolved by operational team); • Receives the Performance Monitoring Reports, Service Levels and Service Credits. Monitor progress and identifies possible future developments including common standards, benchmarking and continuous improvement plans; • Review Risk Register Reports submitted by Level 4; • Responsible for the Contract management of the services relationship between all Parties; 	<p>Monthly (or as appropriate)</p> <p>Face to face (F2F) or via teleconference</p>

		<ul style="list-style-type: none"> • Report to the Contract Review Board (Level 2) on significant issues requiring strategic decision and resolution by the Contract Review Board and on progress against the high level strategic objectives; • Responsible for Contract coverage, ensuring all work has been agreed prior to commencement and any changes covered by Changes to Contract • Responsible for Financial management, reviewing spend against plans, resolving and escalated payment/invoicing issues, review overall financial risks. • Responsible for Capacity planning, reviewing possible improvements of matching demand with supply • Performance Review - administer reports on KPI's, Performance Monitoring Reports, issues relating to delivery of Services and performance against Performance Indicators 	
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Level 1 Contract Review Board	Authority: Director of Communication and Marketing Director of Campaigns and Marketing Commercial Contract Manager or team Representative Contractor: Contractor's Representative: Jessica Berk Ross Optional invitees: (Include if required e.g. Legal Representative)	Responsible for issues escalated by Level 2 Representatives. In particular : <ul style="list-style-type: none"> • Strategic direction • Relationship direction • Continual improvement and performance management • Contract Review 	Following each course (or as appropriate)Face to face or via teleconference Mode of communication – All forms as appropriate to suit the issue and needs.
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1.3 In addition, the Contractor is to demonstrate the following requirements in the delivery of Services:

- (a) To have in place clear, robust and fully accountable governance arrangements for the delivery of the Services;
- (b) To have in place, or have access to, necessary support services including IT, personnel, administration and finance;
- (c) To have clear and robust internal processes and procedures and staff that are fully accountable delivering and managing the Services to protect DIT's reputation.

1.4 Governance

Below is a summary of the governance to be applied to the services

Meeting/report	Content	Frequency	Format
Weekly Campaign Managers and Digital Marketing Manager and agency account manager	Weekly: Working updates of live projects/briefs.	Weekly	Weekly – Phone with follow up notes sent to senior leaders in agency and DIT
Fortnightly – Chantal Robinson; Clare Risman and agency VP	Fortnightly: Relationship management.	Fortnightly	Fortnightly - Phone

Quarterly – Full marketing team with sector team and other agency colleagues as relevant.	Quarterly: Evidence-based strategy review.	Quarterly	Quarterly - In person
Ad hoc - Chantal Robinson; Clare Risman and agency colleagues as required.	Ad hoc; as required.	Ad hoc	Ad hoc

SCHEDULE 4 – PERFORMANCE MANAGEMENT FRAMEWORK

1. Introduction

- 1.1 As part of the Authority's continuous drive to improve the performance of all Contractors, this Performance Management Framework (PMF) will be used to monitor measure and control all aspects of the Contractor's performance of contract responsibilities.
- 1.2 The PMF purpose is to set out the obligations on the Contractor, to outline how the Supplier's performance will be evaluated and to detail the sanctions for performance failure.
- 1.3 Performance management indicators for the Contractor will be listed under the following categories:
 - (a) Contract Management
 - (b) Delivery and support
 - (c) Quality of Service
 - (d) Cost
 - (e) Continuous Improvement

The above categories are consistent within all Contract awards allowing the Authority to monitor the Contractor's performance at both individual contract level and at enterprise level with the individual Contractor.

2. Management of the PMF

- 2.1 The Contractor shall detail performance against KPI's in the Monthly Reports and other frequencies as agreed,
- 2.2 KPI's shall be monitored on a regular basis and shall form part of the contract performance review.
- 2.4 Any performance issues highlighted in these reports will be addressed by the Contractor, who shall be required to provide an improvement plan ("Remediation Plan") to address all issues highlighted within a week of the Authority request.
- 2.5 Performance failure by the Contractor may result in administrative costs to the Authority. Where failure attributable to the Contractor is identified in the Performance Management report and relates to the KPI's then the service credit regime shall apply.
- 2.6 Key Performance Indicators (KPIs) are essential in order to align Contractor's performance with the requirements of the Authority and to do so in a fair and practical way. KPIs have to be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver. Without the use of service credits in such a situation, this service failure places strain on the relationship as delivery falls short of agreed levels. As a result, the only recourse would be to terminate and seek alternative supply.
- 2.7 The use of a strong service credit regime accompanied by a proactive approach to correcting failures and addressing their cause improves the relationship and enables a partnership rather than a confrontational style of working. Its focus is on managing and improving service. It is NOT about taking cost out of the service to the Authority.

- 2.8. KPIs are set out below.
- 2.9. Where a KPI has a percentage measure the Contractor's performance will be rounded up or down to the nearest whole number.
- 2.10. KPIs are to be agreed and finalised at the inception meeting and will be confirmed under a Contract Change Note.
- 2.12. Where a Red Status is awarded, the Contractor shall produce a Contractor's Remediation Plan, detailing the measures that the Contractor will undertake to rectify this failure as well as any measures to be introduced to prevent this failure from occurring in the future. Measures proposed may include introduction of new KPIs.

3. **Service Credits**

- 3.1 The use of Service Credits is governed by the following principles:
 - (a) Service Credits sit within the wider service management approach being pursued by the Contractor and the Authority. The use of Service Credits does not prejudice the Authority's rights under appropriate clauses of the contract in the event of inadequate performance by the Contractor.
 - (b) The Service Credit regime would be instigated on each occasion where there is a service failure (i.e. where a KPI is identified as having a 'Red status'). This would also give rise to a Remediation Plan.
 - (b) The Authority has full and complete discretion on whether to claim all, part or none of a Service Credit to which it is due.
 - (d) Service Credits claimed will be applied to the subsequent invoice as a credit note.
 - (e) The full, agreed Service Credit regime shall operate from the initial delivery date until the end of the Contract Period.
- 3.2 Service credits will be applied as follows:
 - (a) **Service Credit 1: KPI 1 and KPI 5**
Unless there is written clearance by the Authority, delays to identified deliverables in KPI 1 and KPI 5, will incur a deduction in payment in the appropriate period that the failure occurs. The applicable deductions, resulting from performances in 'red' in the KPI table, is five (5)% of the corresponding invoice value for at least two (2) consecutive report delays or incorrect invoices
 - (b) **Service Credit 2: KPI 2, KPI 3 and KPI 4**
Any "red" scores against KPI 2, KPI 3 or KPI 4 will incur a deduction of five (5%) from the agreed price for the deliverable:

KPI Matrix

Metric	KPI	What is required to make this measurable	KPI Measurement	KPI Rating		
Contract management	<p>Weekly 30 minute calls to discuss delivery of the program.</p> <p>Fortnightly calls to discuss account management.</p> <p>Quarterly face to face meetings to discuss:</p> <ul style="list-style-type: none"> Any outcomes experienced by sector teams Review of past quarter Do we need to adjust our plan Are these the right priorities 	<p>Call agenda to be produced and shared at minimum one (1) day in advance of regularly scheduled calls.</p> <p>(Subject to calendar) 1st or 2nd meeting of the month to include review of progress report from previous month.</p> <p>Once a month, the weekly call delivery is in-person in NY.</p> <p>Recap and actions to be circulated within one (1) day after regularly scheduled calls.</p>	<p>Following the calls, the agency will send a summary of issues, agreed actions and timeliness within 24 hours.</p> <p>Work actioned will be reported back for the next scheduled call agenda.</p> <p>Fortnightly review call will be producing actions for respective parties which will be reviewed at the quarterly face to face meeting. This will review the data, evidence and quality of results</p>	<p>Calls and meetings not occurring, and recap notes not sent within 24 hours.</p> <p>Work is not actioned.</p> <p>No evidence and data provided to develop PR strategy.</p>	<p>Calls and meetings happen but no recap notes being sent within 24 hours.</p> <p>Work is actioned but not captured and reported back within agreed time.</p>	<p>Calls and meetings occurring, and recap notes sent within 24 hours.</p>

Delivery	Strategic approach agreed and plan developed by agency.	<ul style="list-style-type: none"> Pitch synopsis agreed Outlets pitched agreed Media interest secured All media feedback secured 	<ul style="list-style-type: none"> Number of pitches (To be confirmed at the inception meeting with the Contractor) Number of outlets pitched per sector (To be confirmed at the inception meeting with the Contractor) Number of media expressing interest / or attendance to DIT event (To be confirmed at the inception meeting with the Contractor) Number of pending placements in last 30 days (To be confirmed at the inception meeting with the Contractor) Number of interviews / pending placements in next 30 days Evaluation if we are continually improving pitch strategies to reach our target audiences 	<p>Synopsis and outlets not agreed.</p> <p>Media feedback not shared.</p> <p>No pitches are developed and sent.</p> <p>Pitches are sent without approval of Clare Risman or Chantal Robinson.</p> <p>End of month report is not sent.</p> <p>No evaluation is performed.</p> <p>No media placement.</p> <p>No media analysis</p> <p>Agreed media handling not performed</p> <p>No report metrics on placement.</p>	<p>End of month report is sent but not within agreed time.</p> <p>No media placement or engagement without reviewing why placement is not landing or interviews.</p> <p>Evaluation does not cover agreed objectives</p> <p>Failure to recruit media expressing interest / or attendance to DIT event.</p> <p>Media handling not correctly managed. Brief is incorrect and not signed off by Chantal Robinson or Clare Risman.</p> <p>Spokesperson not properly briefed. Inadequate metrics report sent</p>	<p>All reports sent on time.</p> <p>Media handling correctly managed with brief being correct and signed off by Chantal Robinson or Clare Risman.</p> <p>Synopsis and outlets agreed, with relevant pitches developed and sent.</p> <p>Correct and relevant media placement, media analysis and evaluation performed</p> <p>Agreed media handling performed and media feedback shared.</p>
	Agreed strategic approach and end of month progress report to be signed off by Clare Risman and Chantal Robinson within one month of contract starting.	<ul style="list-style-type: none"> End of month progress report within five (5) working days from the start of the month. 				
	End of month progress report to include:	<ul style="list-style-type: none"> Assessment of story viability, channel suitability and against audience targeted 				
	Media handling (per opportunity):	<ul style="list-style-type: none"> Brief the opportunity over email (template will be provided) Counsel on handling Prepare the spokesperson 				

		<ul style="list-style-type: none">based on agreed messagingShepherd the interview and placementReport metrics on placement.	Media handling: <ul style="list-style-type: none">Agreed number of stories added to planning calendar or being prepared.Good representation of stories in sector heat momentsNumber of Newsbureau stories converted from pull to push in last 30 days.Monthly media analysisProduce and update monthly a matrix of stories in development for the DIT Newsbureau / PR planning calendar.Monthly Media analysis			
Quality	Continuous Assessment	Review a story placed or channel used as a product and assess its value in terms of reaching objectives or target audience. See SOW for full details.	Evaluate stories and methods in terms of perceptions changed, increased UK share of voice among topic areas, or increase in positive sentiment among UK coverage in these topic areas.	No continuous assessment performed	Continuous assessment not sent within agreed time frame.	Continuous assessment sent within agreed time frame.
Cost	Budget	Delivery of agreed program within budget. Additional out of pocket expenses agreed in advance by Clare Risman or Chantal Robinson	Evaluation on activities and outputs to represent value for money.	Monthly expenses increase without approval.		Monthly expenses increase agreed with relevant approval.

Continuous improvement	Quarterly assessment incorporating sector team feedback	Weekly, fortnightly meetings and monthly and quarterly reports. Evaluation summary.	Assessment against delivery and feedback on results from sector teams/companies.	Continuous assessment is not captured and feedback.	Continuous assessment does not include agreed sectors and target audience data.	Continuous assessment is captured with relevant feedback.
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SCHEDULE 5 - CHANGE CONTROL

Contract Change Note ("CCN")

CCN Number	
Contract Reference Number & Title	
Variation Title	
Number of Pages	

WHEREAS the Contractor and the Authority entered into a contract for the supply of [insert detail] dated [dd/mm/yyyy] (the "Contract") and now wish to amend the Contract

IT IS AGREED as follows

1. The Contract shall be amended as set out in this Change Control Notice:

Change Requestor / Originator		
Summary of Change		
Reason for Change		
Revised Contract Price	Original Contract Value	£
	Previous Contract Changes	£
	Contract Change Note [x]	£
	New Contract Value	£
Revised Payment Schedule		
Revised Specification (See Annex [x] for Details)		
Revised Contract Period		
Change in Contract Manager(s)		
Other Changes		

2. Save as amended all other terms of the Contract shall remain effective.
3. This CCN takes effect from the date on which both Parties communicate acceptance of its terms via Jaggaer.

SCHEDULE 6 – APPROVED SUB-CONTRACTOR’S LIST

Not used

SCHEDULE 7 – KEY PERSONNEL

NAME	POSITION
Robin Crawford	Senior Vice President
Jessica Berk Ross	Senior Vice President
Sarah Mars Bowie	Senior Account Supervisor
Martha Serna	Account Supervisor
Elizabeth Bement	Senior Account Executive
Jonny Riddick	Account Executive

SCHEDULE 8 – COMMERCIALLY SENSITIVE INFORMATION

This Schedule details the Contractor's commercially sensitive information.

1. Commercially Sensitive Information

- 1.1 Without prejudice to the Authority's general obligation of confidentiality, the Parties acknowledge that the Authority may have to disclose Information in or relating to the Contract following a Request for Information pursuant to clause E5 (Freedom of Information).
- 1.2 In this Schedule the Parties have sought to identify the Contractor's Confidential Information that is genuinely commercially sensitive and the disclosure of which would be contrary to the public interest.
- 1.3 Where possible the Parties have sought to identify when any relevant Information will cease to fall into the category of Information to which this Schedule applies.
- 1.4 Without prejudice to the Authority's obligation to disclose Information in accordance with the FOIA and the EIR, the Authority will, acting reasonably but in its sole discretion, seek to apply the commercial interests exemption set out in s.43 of the FOIA to the Information listed below.

CONTRACTOR'S COMMERCIALLY SENSITIVE INFORMATION	DATE	DURATION CONFIDENTIALITY	OF
Schedule 2 – Pricing Indefinitely – For a period of		Schedule 2 – Pricing Indefinitely – For a period of	

SCHEDULE 9 – TRAVEL AND SUBSISTENCE

Not used

SCHEDULE 10 - CONTRACTOR AND THIRD PARTY SOFTWARE

Not used.

SCHEDULE 11 – SECURITY REQUIREMENTS, POLICY AND PLAN

1. Introduction

This Schedule covers:

- 1.1 principles of security for the Contractor System, derived from the Security Policy Framework, including without limitation principles of physical and information security;
- 1.2 wider aspects of security relating to the Services;
- 1.3 the creation of the Security Plan;
- 1.4 audit and testing of the Security Plan; and
- 1.5 breaches of security.

2. Principles of Security

- 2.1 The Contractor acknowledges that the Authority places great emphasis on confidentiality, integrity and availability of information and consequently on the security of the Premises and the security for the Contractor System. The Contractor also acknowledges the confidentiality of Authority Data.
- 2.2 The Contractor shall be responsible for the security of the Contractor System and shall at all times provide a level of security which:
 - (a) is in accordance with Good Industry Practice and Law;
 - (b) complies with Security Policy Framework; and
 - (c) meets any specific security threats to the Contractor System.
- 2.3 Without limiting paragraph 2.2, the Contractor shall at all times ensure that the level of security employed in the provision of the Services is appropriate to maintain the following at acceptable risk levels (to be defined by the Authority):
 - (a) loss of integrity of Authority Data;
 - (b) loss of confidentiality of Authority Data;
 - (c) unauthorised access to, use of, or interference with Authority Data by any person or organisation;
 - (d) unauthorised access to network elements, buildings, the Premises, and tools used by the Contractor in the provision of the Services;
 - (e) use of the Contractor System or Services by any third party in order to gain unauthorised access to any computer resource or Authority Data; and

- (f) loss of availability of Authority Data due to any failure or compromise of the Services.

3. Security Plan

- 3.1 The Contractor shall develop, implement and maintain a Security Plan to apply during the Contract Period (and after the end of the term as applicable) which will be approved by the Authority, tested, periodically updated and audited in accordance with this Schedule 11.
- 3.2 A draft Security Plan provided by the Contractor as part of its bid is set out herein.
- 3.3 Prior to the Commencement Date the Contractor will deliver to the Authority for approval the final Security Plan which will be based on the draft Security Plan set out herein.
- 3.4 If the Security Plan is approved by the Authority it will be adopted immediately. If the Security Plan is not approved by the Authority the Contractor shall amend it within ten (10) Working Days of a notice of non-approval from the Authority and re-submit to the Authority for approval. The Parties will use all reasonable endeavours to ensure that the approval process takes as little time as possible and in any event no longer than fifteen (15) Working Days (or such other period as the Parties may agree in writing) from the date of its first submission to the Authority. If the Authority does not approve the Security Plan following its resubmission, the matter will be resolved in accordance with clause I2 (Dispute Resolution). No approval to be given by the Authority pursuant to this paragraph 3.4 may be unreasonably withheld or delayed. However, any failure to approve the Security Plan on the grounds that it does not comply with the requirements set out in paragraphs 3.1 to 3.4 shall be deemed to be reasonable.
- 3.5 The Security Plan will set out the security measures to be implemented and maintained by the Contractor in relation to all aspects of the Services and all processes associated with the delivery of the Services and shall at all times comply with and specify security measures and procedures which are sufficient to ensure that the Services comply with:
 - 3.5.1 the provisions of this Schedule 7;
 - 3.5.2 the provisions of Schedule 1 relating to security;
 - 3.5.3 the Information Assurance Standards;
 - 3.5.4 the data protection compliance guidance produced by the Authority;
 - 3.5.5 the minimum set of security measures and standards required where the system will be handling Protectively Marked or sensitive information, as determined by the Security Policy Framework;
 - 3.5.6 any other extant national information security requirements and guidance, as provided by the Authority's IT security officers; and
 - 3.5.7 appropriate ICT standards for technical countermeasures which are included in the Contractor System.
- 3.6 The references to Quality Standards, guidance and policies set out in this Schedule shall be deemed to be references to such items as developed and updated and to any successor to or replacement for such Quality Standards, guidance and policies, from time to time.

- 3.7 If there is any inconsistency in the provisions of the above standards, guidance and policies, the Contractor should notify the Authorised Representative of such inconsistency immediately upon becoming aware of the same, and the Authorised Representative shall, as soon as practicable, advise the Contractor which provision the Contractor shall be required to comply with.
- 3.8 The Security Plan will be structured in accordance with ISO/IEC27002 and ISO/IEC27001 or other equivalent policy or procedure, cross-referencing if necessary to other schedules of the Contract which cover specific areas included within that standard.
- 3.9 The Security Plan shall not reference any other documents which are not either in the possession of the Authority or otherwise specified in this Schedule 7.

4. Amendment and Revision

- 4.1 The Security Plan will be fully reviewed and updated by the Contractor annually or from time to time to reflect:
- (a) emerging changes in Good Industry Practice;
 - (b) any change or proposed change to the Contractor System, the Services and/or associated processes;
 - (c) any new perceived or changed threats to the Contractor System;
 - (d) changes to security policies introduced Government-wide or by the Authority; and/or
 - (e) a reasonable request by the Authority.
- 4.2 The Contractor will provide the Authority with the results of such reviews as soon as reasonably practicable after their completion and amend the Security Plan at no additional cost to the Authority.
- 4.3 Any change or amendment which the Contractor proposes to make to the Security Plan (as a result of an Authority request or change to Schedule 1 or otherwise) shall be subject to a CCN and shall not be implemented until Approved.

5. Audit and Testing

- 5.1 The Contractor shall conduct tests of the processes and countermeasures contained in the Security Plan ("Security Tests") on an annual basis or as otherwise agreed by the Parties. The date, timing, content and conduct of such Security Tests shall be agreed in advance with the Authority.
- 5.2 The Authority shall be entitled to send a representative to witness the conduct of the Security Tests. The Contractor shall provide the Authority with the results of such tests (in an Approved form) as soon as practicable after completion of each Security Test.
- 5.3 Without prejudice to any other right of audit or access granted to the Authority pursuant to the Contract, the Authority shall be entitled at any time and without giving notice to the Contractor to carry out such tests (including penetration tests) as it may deem necessary in relation to the Security Plan and the Contractor's compliance with and implementation of the Security Plan. The Authority may notify the Contractor of the results of such tests after

completion of each such test. Security Tests shall be designed and implemented so as to minimise the impact on the delivery of the Services.

- 5.4 Where any Security Test carried out pursuant to paragraphs 5.2 or 5.3 reveals any actual or potential security failure or weaknesses, the Contractor shall promptly notify the Authority of any changes to the Security Plan (and the implementation thereof) which the Contractor proposes to make in order to correct such failure or weakness. Subject to Approval in accordance with paragraph 4.3, the Contractor shall implement such changes to the Security Plan in accordance with the timetable agreed with the Authority or, otherwise, as soon as reasonably possible. For the avoidance of doubt, where the change to the Security Plan to address a non-compliance with the Security Policy Framework or security requirements, the change to the Security Plan shall be at no additional cost to the Authority. For the purposes of this paragraph, a weakness means a vulnerability in security and a potential security failure means a possible breach of the Security Plan or security requirements.

6. Breach of Security

- 6.1 Either Party shall notify the other immediately upon becoming aware of any Breach of Security including, but not limited to an actual, potential or attempted breach, or threat to, the Security Plan.
- 6.2 Upon becoming aware of any of the circumstances referred to in paragraph 6.1, the Contractor shall immediately take all reasonable steps necessary to:
- (a) remedy such breach or protect the Contractor System against any such potential or attempted breach or threat; and
 - (b) prevent an equivalent breach in the future.
- 6.3 Such steps shall include any action or changes reasonably required by the Authority. If such action is taken in response to a breach that is determined by the Authority acting reasonably not to be covered by the obligations of the Contractor under the Contract, then the Contractor shall be entitled to refer the matter to the CCN procedure set out in Schedule 3.
- 6.4 The Contractor shall as soon as reasonably practicable provide to the Authority full details (using such reporting mechanism as may be specified by the Authority from time to time) of such actual, potential or attempted breach and of the steps taken in respect thereof.

APPENDIX 1 - SECURITY POLICY: SECURITY POLICY FRAMEWORK

A copy of the Security Policy Framework may be found at:

<https://www.gov.uk/government/publications/security-policy-framework>

SCHEDULE 12 – PROCESSING, PERSONAL DATA AND DATA SUBJECTS

This Schedule shall be completed by the Controller, who may take account of the view of the Processors, however the final decision as to the content of this Schedule shall be with the Controller at its absolute discretion.

1. The contact details of the Controller's Data Protection Officer are:

Name: Benedict Collins

Email: benedict.collins@trade.gov.uk

Telephone: +44 7720210187

2. The contact details of the Processor's Data Protection Officer are:

Name: Gareth Cleland

Email: gareth.cleland@finnpartners.com

Telephone: +1 212 715 1608

3. The Processor shall comply with any further written instructions with respect to processing by the Controller.
4. Any such further instructions shall be incorporated into this Schedule.
5. The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Contractor is the Processor in accordance with clause E2.1

SCHEDULE 13 – JOINT CONTROLLER AGREEMENT

Not used.

SCHEDULE 14 – CONTRACTOR’S PROPOSAL

A01 Agency Description

FINN Partners is pleased to respond to the Invitation to Tender for a PR Agency in North America. The Designing Our Future Campaign recognizes how critical a time it is for the UK vis-à-vis North America. Much is in play in bi-lateral and regional relationships as the UK prepares to exit the EU. Ameliorating and fortifying the narrative around the UK as an innovative and creative trading partner to the US and Canada is essential.

FINN Partners has the experience and relationships to drive a successful program for the UK and to begin to shift the conversation from one of uncertainty and confusion around Brexit to one of opportunity and future shared growth and economic prosperity.

Our team of experts across the network has experience in reframing complex conversations at the very highest levels—with a special focus on free trade, and international trade and investment. Importantly, FINN is skilled at driving successful programs across key audiences, influencers and stakeholders. From our expertise in priority sectors and verticals like the financial services and technology to our in-depth knowledge of issues like clean growth and sustainability, aging and the future of mobility, we believe we would make an ideal partner for the DIT.

The FINN Partners team is experienced in and passionate about international trade and economic development. A sampling of relevant government clients, and G2B and B2B engagements include:

- Created and launched the **Republic of Korea’s U.S.-Korea Connect** campaign. This 5-year program strengthened the understanding in the U.S. of the importance of the trade relationship between the U.S. and Korea, and promoted awareness of the U.S.-Korea Free Trade Agreement (KORUS) to key U.S. audiences.
- Working with the **British Standards Institution** to raise awareness around global standards that facilitate trade, ensure ease of cross-border business, provide assurance and manage supply chain risk.
- Planned and executed a three-year communications campaign of international significance for the **Commonwealth of Virginia’s 2019 Commemoration, American Evolution**.
- Currently work with the **Fairfax County Virginia Economic Development Authority (FCEDA)**, the largest jurisdiction in the Washington, D.C. region. We supported the region’s recent win of Amazon’s HQ2 and promoted awareness of the county’s dominance in the internet technology, telemedicine, government contracting, aerospace and cybersecurity industries.
- Over the past six years we have elevated **Bloomberg Philanthropies** programs to a national stage as they spur economic development through the arts in cities across the United States.
- Rebranded the **Baltimore Office of Promotion & the Arts** and launched a new Brilliant Baltimore festival that attracted artists from around the globe and drove the city’s economic development and visitation.
- Worked with the **Embassy of Japan** to identify, profile and generate awareness of Japanese businesses and foreign direct investment in key U.S. markets.
- Our London office works with **Capital Region USA** to promote the Virginia, Maryland and Washington, D.C. region to European audiences.
- We have provided research and insights into audience mindsets and global influencers on trade issues for the premier U.S. research institution on globalization, the **Peterson Institute for International Economics**.
- Additional trade, economic development and government client engagements include: **Greater Fort Lauderdale Convention & Visitors Bureau, Jamaica Tourism Bureau, Brand USA, U.S. Consumer Product Safety Commission, JAMPRO—the Jamaican Products marketing organization, Korea International Trade Association, International Council of Shopping Centres, Embassy of Mexico, International Chamber of**

Commerce, Commonwealth Enterprise and Investment Council (CWEIC), Santander, Lloyds Banking Group, BNY Mellon, Deutsche Bank, UniCredit, Commerzbank, Citi

A02 Business Knowledge

Since its founding, FINN Partners has been a champion of free trade and globalization. Our work with government organizations, universities, agencies, think-tanks, embassies and sovereigns has played a role in advancing international trade, investment and economic development. In times of change and uncertainty, as well as in times of opportunity, FINN Partners has served as a trusted advisor on building stronger ties, fortifying trading relationships, and promoting investment.

The North American Opportunity

As the U.K. prepares to leave the EU, it is of vital importance to strengthen outreach and relationships with key North American markets, which are already quite strong thanks to a long, special friendship between the three nations. However, there is significant opportunity for improvement and what lags from a communications standpoint is the broader understanding of the depths of those ties and a lack of awareness of the magnitude of the benefits shared. This creates ample opportunity to showcase success stories and create a steady drumbeat of news about U.K. companies, investment, partnerships, activities, etc.

With many trade deals to be made post-Brexit, DIT is in an excellent position to promote not just the UK-US relationship, but also plays a crucial role. DIT sits at the heart of this relationship and the services it offers—exporter guidance, trade expertise of its people, events for exporters and international buyers—are central to the future of a fortified trading relationship.

The U.S., Canada and the U.K. have a long and absolutely critical relationship with tremendous reciprocity and synergy. With respect to trade, the US is the UK's biggest export market – with a focus on advanced engineering, clean energy, creative and media, energy and power, and financial and professional services offerings.

Moreover, the U.K. is the largest investor in the United States and the U.S. is the largest investor in the U.K.. British companies account for more than 15 percent of all inbound FDI and have invested more than \$540 billion in the U.S., while American firms have invested nearly \$750 billion in the British market, nearly a quarter of their total investment in Europe, and more than 12% of all U.S. FDI worldwide. The U.K. is the second largest recipient of U.S. investment worldwide. Canada as part of the Commonwealth shares a historical relationship and common values, and the trade and investment landscape has opportunity for great growth. In recent years, Canada has looked to Asia—China, Japan and Korea, which now play a huge role in Canada's trade landscape and have captured much of the conversation.

Indeed, these are complicated times when it comes to trade, and even the strongest of bilateral relationships can be strained. A strategic program must be designed to ensure we mitigate any negative sentiment towards the DIT and its role.

Across the U.S. and Canada, U.K. companies and investment are driving job growth. North American jobs supported by British investment are both high quality and highly paid—in many key sectors including manufacturing, chemicals, pharmaceuticals, information technology, and financial services to name a few. Our team will develop a program that tells these stories of job creation, sectoral growth, and the qualitative and quantitative benefits of that investment. We already have subject matter experts and media relationships in the aforementioned key sectors as well as burgeoning markets like fintech and the future of mobility.

Designing Our Future

2020 is an inflection point—in addition to Brexit, it is a presidential election year in the U.S., and in

Canada, Prime Minister Justin Trudeau's minority government will be striving to prove itself. Trade, the economy and jobs will be at the centre of each of these conversations. Our team knows how to ensure that the narrative around the trading relationships—and the bilateral relationships writ large is a positive part of the broader story, and how to showcase success stories. We know that this massive amount of investment fuels economies and translates into millions of American, Canadian and British jobs.

We see so much opportunity. It is a very important time for the U.K. - North American relationship. There has been considerable uncertainty around trade issues for all countries and for many of their partners—and even the closest of trading partners and allies need to have strategic programs that are based on insights and that can grow and evolve to meet the changing landscape. Working with DIT, FINN Partners will help to craft a program that supports the special relationship between the U.K. and the U.S. and Canada by promoting the trading relationship, driving demand for U.K. goods, services and businesses, and promoting investment as the U.K. develops a new policy framework as it prepares to leave the European Union.

Our business is about using communications to help to create the market conditions for success. Issues of business continuity, supply chain, resources and readiness are all critical. The FINN Partners team has experience navigating and creating a roadmap for moving forward in a dynamic policy, political and business environment.

It's important to get the narrative right with the media, key organizations and with influencers, and also to showcase success stories and share those directly with influencers—and reaching the right audiences in ways that are meaningful. We too see a #GREATfuture. Together.

British Standards Institution

In 2019, FINN Partners developed a B2B thought leadership program for BSI to showcase its expertise in key verticals throughout North America. The objective was to demonstrate the urgency of and BSI's leadership in standards and assurance. Our team has written and placed by-lined articles from BSI's subject matter experts on key issues and how they related to organizational resilience; including cybersecurity, GDPR, supply chain to name a few. The results have been transformative for BSI.

Aggregate Readership: 2,270,314,246

- Online News 2,087,025,853
- Blogs 192, 288,393

Comcast

Finn Partners was hired to tell the Comcast Business story consistently and demonstrate how the company is enabling American businesses to transform in the digital era. We launched a new branding strategy, 'Beyond Fast,' that speaks to how the company is taking its blinding speed, adding smart technologies and advanced applications to enable businesses to do what they never imagined.

The team then deployed a 360-Degree Storytelling approach to establish Comcast Business as the engine powering digital experiences, including:

- Corporate Reputation: Tell Comcast Business' growth story and establish its potential. Position the company as the growth engine within Comcast Corp., like AWS in Amazon
- Product Innovation: Highlight marquee technologies and solutions and create excitement about how these innovations are changing the customer experience
- Industry Verticals: Showcase how different verticals are being transformed. For example, how stadiums are turning from live games to fan-experience villages; how retail stores are not just shopping places but leisure destinations; how banks are morphing into multi-purpose cafes

- **Regional and Local Activations:** Gain strong traction on a regional and local level to attract small and mid-sized customers
- **Thought Leadership:** Elevate the voices and experts within the organization. Every business is faced with the harsh digital reality. Every industry vertical is being reinvented. During the campaign, Comcast Business realized nearly double-digit growth in business services and announced contracts with some significant big-name brands including the New England Patriots and Choice Hotels. Finn Partners achieved these objectives by securing a steady flow of coverage, placing 526 articles spanning top-tier business, technology, vertical and trade publications and generating 475 million impressions.

A03 Industry Relationships

FINN Partners is a media relations powerhouse. We bring decades of experience defining our clients' organizational objectives and working with them to develop, and flawlessly execute, innovative media relations strategies and messaging that deliver exceptional and enduring results.

Our clients benefit from our deep network of media contacts, which have been cultivated over decades of working on issues relating to trade, business, finance, technology, healthcare, transportation and more. As specialists in G2B and B2B communications, our team of public relations experts understands today's dynamic 24-hour news cycle, we possess long standing media relationships, and know how to navigate the news media world to gain successful, positive and strategic story placements with print and broadcast media, as well as online publications, bloggers and social media influencers.

Our intimate knowledge of news outlets, reporters and their interests informs our outreach and the delivery of bespoke story angles to journalists who are most likely to convey our client's messages and advance their strategic goals. We are experts at placing powerful contributed content, such as op-eds, by-lined articles and contributed blog content. In addition, the FINN team excels at "newsjacking" that inserts our clients' thought leadership into breaking news stories and important news of the day. Our media relations expertise will facilitate the generation of an ongoing drumbeat of high profile feature news coverage for the DIT and will effectively position the organization as a "good news" department with important North American audiences.

Sampling of Recent Media Placements

Following is a small sampling of FINN Partners' recent G2B and B2B media placements:

Politico

Adam Behsudi

[U.S. Chamber: KORUS report card better after 3 years](#)

U.S. CHAMBER: KORUS REPORT CARD BETTER AFTER 3 YEARS: More than three years into the South Korea-U.S. free trade agreement, U.S. businesses are much happier with policies Korea has put in place to implement the deal than they were even just a year ago, though not all of their complaints have been resolved...

Washington Post

Aaron Greg and Thomas Heath

[D.C.-based tech start-up FiscalNote to buy CQ Roll Call](#)

CQ Roll Call, the D.C.-based news organization known for offering in-depth coverage of America's complex legislative process alongside light-hearted profiles of Washington's political elite, is set to be acquired by District-based tech start-up FiscalNote, executives from both companies confirmed....

CNBC

[RedSeal CEO: Navigating The Security Landscape | Mad Money | CNBC](#)

From leaked Democratic National Committee emails to the NSA's system breached. With more headlines about hackers these days, Jim Cramer spoke with a private player in the space to see

how it is keeping you secure...

NPR

Merrit Kennedy

Mexico Can Seek Millions From U.S. In Dolphin-Safe Tuna Dispute, WTO Says

Mexico has long argued that U.S. labelling rules for dolphin-safe tuna unfairly restrict its access to the U.S. market. And in a decision Tuesday, the World Trade Organization agreed, saying Mexico may seek \$163 million annually from the U.S. in retaliatory measures...

Media Contacts

The FINN Partners team's media contacts include niche and local to national and global media outlets. A representative sampling can be found below.

National Outlets <ul style="list-style-type: none"> • Associated Press – Michelle Locke • Bloomberg Pursuits – Nikki Ekstein • Business Insider – Bob Bryan, Commentary Editor • Business News Daily – Chad Brooks, Editor • Bustle – Natalia Lusinski, Contributor • BuzzFeed – Hayes Brown, World News Editor and Reporter; Daniela Cadena, Beauty and Style Contributor • Financial Times – Carol Major, News Editor • Forbes – Kenneth Rapoza, Markets Reporter; John Brinkley, Contributor • Harvard Business Review – Scott Berinato, Financial Technology Editor • HuffPost – Emily Peck, Business Editor • New York Times – Matina Stevis-Gridneff, Correspondent on European Business • National Geographic – Kristin Romey • Politico – Adam Behsudi, Trade Reporter • Reuters – David Lawder, Trade Editor • Site Selection Magazine – Gary Daughters, Senior Editor • The Economist – Chris Hawes, Senior Editor • The New Yorker – Robin Wright, Contributor • U.S. News & World Report – Kevin Drew, International Editor • USA Today – Kim Hjelmgaard, Deputy World Editor • Wall Street Journal – Darren Everson, Deputy Chief News Editor • Washington Post – Tom Heath, Business and Markets Reporter; Aaron Gregg, Business and Government Contracting Reporter 	Broadcast Outlets <ul style="list-style-type: none"> • ABC News – Martha Raddatz, Host • BBC – Jane O'Brien, Washington Corr. • Bloomberg Radio – Kathleen Hays, Global Economics and Policy Editor • Cheddar TV – Krysia Lenzo, Producer • CNBC – Seema Mody, Global Mkts. Reporter • CNN – AnnClaire Stapleton, International News Editor • FOX News – Cheryl Casone, Financial Corr. • Good Morning America – Sarah Kunin, Producer • Marketplace – Sam Harnett, Contrib. Writer • Morning Joe, CNBC – Mika Brzezinski, Co-Host • NPR – Kelsey Snell, Fiscal and Finance Corr. • Sirius XM – Business Radio – Maurice Tunick, Producer • Smithsonian Channel – Joanna Brahim, Vice President Communications Technology Trade Outlets <ul style="list-style-type: none"> • Entrepreneur Magazine – Hayden Field, Associate Editor • Fast Company – Marcus Baram, Senior Editor • Inc. – Jennifer Eum, Senior Editor • TechCrunch – Nik Milanovic, FinTech Reporter • Wired – Sandra Upson, Senior Editor • ZDNet – Jason Perlow, Senior Editor
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Media Endorsements

Following are a few quotes from media we have worked with.

Marion Bernstein

Bustle | Time Out New York | Inside Hook

"FINN Partners always puts on some of the best events for their clients. The attention to detail does

not go unnoticed. They are one of my favourite agencies to work with too. Whether I'm in need of an expert quote "

Katie Jackson

Fox News

"FINN Partners has intuitive folks that are rare in the industry and know what you want even before you do. They are one of my go-to resources when working on an article because I know they are responsive and deliver."

Marla Cimini

USA Today

"I've worked with other PR firms, but if I have a chance to work with FINN Partners I'm immediately more interested in their recommendations."

Luisita Lopez

The New York Times

"From the start, FINN Partners were surefooted about the subject, confident and engaging. Too often as a journalist, I deal with publicists and communications directors that are neither candid nor helpful."

A04 Success Stories

Following is a G2B campaign focused on international trade that the FINN Partners team created and executed for the Embassy of the Republic of Korea between 2012 and 2018.

TRADE MATTERS - U.S. Korea Connect

The Embassy of the Republic of Korea engaged FINN Partners to design, implement and manage a multi-year national awareness campaign to generate awareness of, and interest in, the U.S.-Korea Free Trade Agreement (KORUS FTA). The FINN Partners team created *U. S. Korea Connect*, a powerful and focused outreach campaign designed to build awareness of the FTA, and generate interest in the benefits of trade under the KORUS FTA among U.S. businesses, government officials and trade thought leaders.

The multi-faceted integrated campaign launched as the KORUS FTA was put into force on March 15, 2012. Highlighting Korea's importance as a U.S. trading partner, the campaign established the Korean Embassy as **THE** source for information on the KORUS FTA. Over the course of the 6+ year campaign FINN Partners cultivated and engaged an international trade-focused network that included more than 25,000 individuals representing small and medium sized businesses, business organizations, government officials, media and international trade thought leaders.

Program goals included:

- Establish the Embassy of the Republic of Korea as a thought leader on the KORUS FTA
- Promote awareness of the KORUS FTA and the significant business opportunities available to U.S. companies pursuing trade with Korea
- Build and continue to engage a network of SMEs, business groups, business leaders, government officials and other thought leaders interested in U.S.-Korea trade
- Promote Korea's importance as a U.S. trade partner

U.S. Korea Connect, was a powerful and focused outreach program that cultivated and continued to engage a national network of businesses, business organizations, media and international trade thought leaders with useful content designed to promote successful trade under the KORUS FTA. The program also showcased the successes that American businesses in every geography and industry realized through trade with Korea. The **U.S. Korea Connect** team built a robust and active national network of more than 25,000 individuals representing businesses, business groups, government officials, federal and state agencies, media, academics and other thought leaders who looked to the Embassy of the Republic of Korea as a trusted resource for information about the KORUS FTA.

The campaign included the ongoing dissemination of a robust and highly-integrated stream of

original, timely and hard-to-obtain trade-focused content in the format of monthly newsletters, state trade fact sheets, business success stories, blog posts, KORUS FTA trade data brochures, media coverage, op-eds, social media content and the **U.S. Korea Connect** website. Network development programming included social media, business events, Embassy of the Republic of Korea receptions, trade delegations and cultivating relationships with key international trade thought leaders.

Results

The **U.S. Korea Connect** campaign established the Embassy of the Republic of Korea as **THE** resource for information about the KORUS FTA and built awareness of Korea's role as an essential U.S. trade partner. Program results were outstanding and included:

- Organic cultivation and continual engagement of 25,000+ network of individuals representing businesses, business groups, government officials, federal and state agencies, media, academics and other thought leaders.
- Identified, developed and promoted 200+ original business success stories profiling U.S. organizations, in all 50 states, that successfully trade with Korea under the KORUS FTA
- Created, launched and managed dynamic USKOREACONNECT.org website, which was an ever growing resource for KORUS FTA information and success stories. Grew site traffic from 0 to 2,000+ unique visitors per month.
- Established trade influencer partnerships with the U.S. Trade Representative, U.S. Chamber of Commerce, U.S. Commercial Service, Korea Trade Promotion Corporation, Korea International Trade Association, and the Korea Economic Institute.
- Conducted proactive op-ed campaign developing and securing 30 articles authored by U.S. businesses, economic development offices and international trade influencers from across the U.S. generating nearly 10 million impressions.
- Secured more than 20 interviews and editorial board meetings for Korean diplomats and trade experts with outlets that included the *Washington Post*, *Reuters*, *San Francisco Chronicle*, *The Seattle Times*, *St. Louis Post-Dispatch*, *Orlando Sentinel*, *Daily Missoulian*, *Portland Tribune*, *Orange County Register*, *Houston Business Journal*, *Atlanta Journal-Constitution*, *San Francisco Business Times*, and the *Times-Picayune*.
- Built an engaged social media presence on Twitter, LinkedIn and Facebook and grew following from 0 to 12,000+ trade-focused followers.
- Secured 50 exclusive *Seoul Source* blog contributions from authors that include business representatives, trade thought leaders and government officials, including U.S. Trade Rep. Ron Kirk, Washington Governor Jay Inslee, Georgia Gov. Nathan Deal, Alaska U.S. Senator Mark Begich, and Montana Governor Steve Bulloch
- Developed and distributed thousands of trade data and success story brochures at business events across the country.
- Launched, produced and grew monthly email newsletter subscription base to 11,200+ with open rates exceeding 14.4 percent – well above industry standards
- Researched and produced 50 state brochures highlighting local KORUS FTA trade successes and trade data.
- Embassy officials participated in 40+ local market business events to promote the KORUS FTA in key U.S. states.
- **U.S. Korea Connect** business advocates represented 40 percent of business testimonials included in the U.S. International Trade Commission report on the KORUS FTA.
- Mounted a rapid response and crisis communications program in response to Trump administration threats to dismantle the FTA.
- The U.S. Chamber of Commerce credits the **U.S. Korea Connect** program with improving the adoption of the KORUS FTA by American businesses and points out that this is the only example of a country conducting a focused effort to make a free trade agreement accessible to U.S. businesses.
- The campaign won eight public relations industry awards, including the prestigious PRSA Silver Anvil.

A05 Strategic Approach Monthly Intelligence Reports

Monthly intelligence reports provide insights that help fuel iterative and strategic programs. FINN creates intelligence dashboards that track regional, national and international coverage and view the results of media activities. By breaking out the topics, outlets, tone, key findings and trends in daily coverage, this format enables our team to analyse coverage and allows our clients to easily communicate media relations results to leadership and other stakeholders. These are then sent **monthly** to the client to illustrate progress, allow for internal discussion around tactics, and inform strategy and activity going forward.

We will track and report key metrics, such as trending news topics covered by reporters, most shared stories, and prominent spokespeople who help define opportunities to build relationships with reporters and pitch stories. We will use media monitoring tools to understand the complete landscape of coverage. This monitoring can be adjusted over time to include emerging or trending topics of importance to DIT as the program and landscape evolve.

As we monitor the media landscape, we will systematically report opportunities and track media queries that come to DIT. On a daily and weekly basis, we will use **Critical Mention's** customer relationship management (CRM) features to update databases, track email correspondence, and build relationships with reporters.

Pitching Strategy

In our experience, a combination of media outreach strategies will provide the best drumbeat of good news stories. This will include a strategic approach to pitching story angles, ensuring spokespeople are equipped with the latest messaging, stories and proof points, providing immediate commentary on trending stories—or newsjacking—and creating editorial content to include by-lines, opinion editorials and letters to the editor. This approach is built on the foundational messaging and story development that begins at the outset of the engagement to ensure that there are a range of stories, a clear point of view, and a bank of information that can be used to create a steady presence in wide a range of media.

For each opportunity, we will identify news outlets that will reach the largest, most relevant, or most influential audiences. We also will identify the best author or spokesperson. Often, we work to develop third party allies who can lend their voices to DIT position—these could include members of the business community, key influencers, and elected officials.

Next, we will suggest high-level points to be delivered, earning client approval before moving on to writing. After identifying the appropriate news outlets and relevant reporters, FINN will work with DIT to pitch a story through emails and telephone calls, relying on the relationships we have with reporters and editors and our knowledge of the publication to make our case. In addition to specific pitches, we may use relationship-building tactics such as:

- Periodic conference calls with beat reporters to share embargoed data and help ensure it is covered accurately
- Twitter outreach to reporters to rapidly share media coverage and messages
- Meetings with editorial boards and journalist communities

FINN will work with DIT to identify a series of messaging concepts for potential development into print, broadcast, Internet-based and/or other formats. These messages will highlight key themes around the UK being a creative and innovative partner for North American businesses. The

messages will also reflect key sectors including technology—especially AI and data, the future of mobility, growth and sustainability, as well as the challenges and opportunities of an aging population.

For all of our campaigns, we rely on formative research and additional information gleaned from members of the target audiences. From the narrative storytelling around individuals and companies to the focus on key sectors and market segments, to the broader messages around trade, FDI, economic benefits, job creation, innovation, collaboration to strategic alliances—there is no shortage messages for this program.

Our approach to developing message concepts begins with developing an overarching message or position, and then creating individual messages for each unique audience. The message concepts will address the specific needs of each audience segment. We are experts at pinpointing the messages and images that best work with each audience and determining which media they prefer and respond to most. Our message refinement process further includes presenting preliminary messaging concepts to key DIT stakeholders and messages to target audiences to evaluate their response and reaction. We then determine which modalities, publications and collateral materials are best suited for the program, and then these reviews lead to the development of our campaign's final recommendations and conclusions.

Media List Development & Management

For DIT to gain significant coverage, we will focus on global, national and regional media. FINN uses a tiered system to target reporters based on the nature of the opportunity. Top-tier news outlets may include national print and broadcast reporters devoted to specific beats. Second-tier targets may include regional and local beat reporters, trade publications, or well-respected bloggers.

We will conduct an audit of outlets to update, revise, and expand DIT's media list to ensure that contacts are the most appropriate individuals to accurately convey key messages and capture the attention of particular audiences you aim to reach. Using Critical Mention, we will update and refine lists of journalists quarterly, tracking reporters' coverage and interests and also accounting for any staffing changes, and provide updates to DIT communications staff. In addition, we can break down these lists by media market and/or reach and outlet type. The media list will include national print, radio, and television contacts; daily print media not considered national; inside-the-Beltway media; long-lead-time publications; academic publications; online media; and audience-specific publications.

We will also create media contact lists tailored to specific opportunities. Some news opportunities will be region-specific and would benefit from intensive outreach to reporters within a certain segment of the U.S. and Canada. Others will be broader in scope, and best served by concentrating on reporters at the top 100 national news outlets.

Earned Media Collateral Development

FINN will create media materials and update existing media materials (if applicable), and provide print and online versions, which journalists and bloggers increasingly prefer. These materials may include the following:

- A series of one-page mission statements with background information on topics being promoted to journalists
- Talking point documents for spokespersons with campaign media messages
- Pitches, media advisories, and news releases, including multimedia news release presentations that incorporate graphics, photos, and videos whenever possible
- Media webinar, conference call, and roundtable scripts

- Speeches and presentations

Press kit materials will be posted in the formats that are most commonly used by journalists, including Multimedia News Release, Wire Releases, HTML text outreach and PDF files. The messaging construct will ensure that FINN delivers cohesive and targeted messages to the appropriate audiences. In addition, the decision to create or update the plan will be based on sound, comprehensive research.

Stakeholder Engagement

To effectively inform stakeholder groups as DIT continues to implement change, it is important to acquire a thorough understanding of each group. Organizations, businesses, academic institutions, and government partners will be key stakeholders in this effort. FINN clients and partners can be leveraged for DIT as a means for more meaningful interaction with stakeholders, including:

- Carnegie Mellon University, a leader in AI
- British Standards Institution, facilitating business standards and resilience
- The Peterson Institute for International Economics, a key voice in free trade
- Deloitte, shaping conversations on the future of mobility
- The National Council on Aging, a perfect partner on aging issues

Convenings, webinars, media commentary and other collaborations with these partners can all drive more engagement. FINN delivers stakeholder relationship management capabilities through stakeholder analysis, audience segmentation, and outreach and involvement. With respected, seasoned communications specialists, we join strategy with tangible, tactical deliverables to create clear, effective products and services that resonate with DIT's stakeholders.

The stakeholder engagement roadmap begins with conducting a stakeholder analysis. We view stakeholder analysis as a structured process to identify, assess, prioritize, and develop plans for engaging critical and relevant factors and stakeholders in any given relationship management process. We will examine and leverage existing information and data regarding current stakeholder outreach, priorities, and preferences, identifying gaps and future needs.

Effective stakeholder relationship management naturally builds on its success over time. This success is determined through consistent evaluation and feedback. Various measurement tools will be used to assess the effectiveness of a given outreach vehicle on a target audience, since not all stakeholders are reached by the same medium. Evaluation planning should build on existing feedback mechanisms and recommend additional protocols to solicit feedback from each audience segment.

Monitoring and Evaluation

Using best-in-class media monitoring tools such as **Critical Mention** and **Radian6**, we will perform daily monitoring of international, national, regional, and local media coverage and social media conversations. We will focus on specific relevant keywords to analyse the recent news coverage and priority topic areas. We are flexible and continually monitor keywords to shift and capture areas of interest and topics of news coverage that may arise.

Upon discovering a potential news hook for a DIT priority area, we will work with DIT communications staff to create pitch letters and talking points. FINN is accustomed to working quickly to create compelling releases and pitches that reach reporters when a story is trending, to ensure interest the media in our clients' work and views.

FINN will work with DIT to establish key quantitative and qualitative performance metrics to measure

progress and enable continual refinement of efforts. They may include the following:

- Numbers of media mentions, impressions, and outlets

- Presence and interpretation of messaging
- Attendance at select events
- Quality/prominence of the voice or influencer (journalist, blogger, presenter)
- Sentiment/tone of conversation (article, presentation, blog, post)
- Purpose, strategic direction, and clarity of messaging
- Distribution of coverage (national versus local coverage, and coverage in print, television, and radio outlets versus trade outlets) and audiences reached
- Issue awareness among key stakeholders

FINN will provide a **monthly report** detailing campaign activity and metrics, using dashboards to visually present relevant data, and track trends in audience impressions and behaviours.

A06 Budget

Activity Description (F.5.4)	Monthly Activity Labor Cost	Labor Category		Senior Vice President		Senior Account Supervisor		Account Supervisor		Assistant Account Executive		Account Coordinator	
		Rate/Hour		\$325.00		\$255.00		\$225.00		\$200.00		\$165.00	
		Monthly Level of Effort	Cost	Monthly Level of Effort	Cost	Monthly Level of Effort	Cost	Monthly Level of Effort	Cost	Monthly Level of Effort	Cost	Monthly Level of Effort	Cost
PR Strategy Planning & Implementation	\$3,930.00	4	\$1,300.00	6	\$1,530.00	4	\$900.00	1	\$200.00	0	\$0.00		
Messaging Development & Rollout Strategy	\$2,742.50	1.5	\$487.50	1	\$255.00	8	\$1,800.00	1	\$200.00	0	\$0.00		
Media Monitoring & Media Targeting	\$1,370.00	0	\$0.00	2	\$510.00	0	\$0.00	1	\$200.00	4	\$660.00		
Media Publication & Journalist List Development	\$1,835.00	0	\$0.00	1	\$255.00	2	\$450.00	4	\$800.00	2	\$330.00		
Content Collateral Development & Audit	\$705.00	0	\$0.00	1	\$255.00	2	\$450.00	0	\$0.00	0	\$0.00		
Proactive Media Engagement & Outreach	\$2,485.00	0	\$0.00	0	\$0.00	1	\$225.00	8	\$1,600.00	4	\$660.00		
Stakeholder Engagement	\$897.50	0.5	\$162.50	2	\$510.00	1	\$225.00	0	\$0.00	0	\$0.00		
Media Relationship & Tracking	\$255.00	0	\$0.00	1	\$255.00	0	\$0.00	0	\$0.00	0	\$0.00		
Campaign Evaluation & Metrics Reporting	\$255.00	0	\$0.00	1	\$255.00	0	\$0.00	0	\$0.00	0	\$0.00		
Monthly Media Reports	\$450.00	0	\$0.00	0	\$0.00	2	\$450.00	0	\$0.00	0	\$0.00		
Labor Category Total Level of Effort & Cost		6.00	\$1,950.00	15.00	\$3,825.00	20.00	\$4,500.00	15.00	\$3,000.00	10.00	\$1,650.00		
Total Campaign Cost (Monthly)		\$14,925.00											

A07 Account Team Description

FINN Partners brings a unique perspective to the DIT. Our dedicated team possesses exceptional experience and understanding of the international trade and economic development landscape. We are also seasoned research, media, marketing, event and digital experts who know how to translate strategy into results. Following are biographies for our core team members.

ROBIN CRAWFORD, SENIOR VICE PRESIDENT, PUBLIC AFFAIRS

For more than 25 years Robin has developed and implemented award-winning public relations campaigns. Robin's work includes the flawless planning and execution of complex consumer education and economic development campaigns of national and international significance. She has worked with embassies on international trade issues for nearly a decade, helped clients positively affect change on difficult social issues including race and gender, and counselled clients through the most difficult of crises. Robin's current and recent clients include the Commonwealth of Virginia's 2019 Commemoration, American Evolution; Fairfax County Economic Development Authority; Baltimore Office of Promotion & the Arts; The South Korean Embassy; The Embassy of Japan; The Embassy of Jamaica; Korea International Trade Association; Port Everglades; Allianz; CF Industries and many others. Robin is a graduate of St. Lawrence University and a native Washingtonian.

JESSICA BERK ROSS, SENIOR VICE PRESIDENT, PUBLIC AFFAIRS

Jessica Ross is Managing Partner of FINN Partners' Washington, D.C. office, and she leads the agency's Public Affairs practice. Jessica has more than 30 years of experience blending political, public affairs and public relations experience into winning communications strategies for clients. Jessica provides strategic counsel on multi-channel communications with a special focus on the intersection of business and government, focusing on strategy development and on ensuring the integration of agency services. Jessica also serves as a core member of the agency's cross functional crisis communications practice, helping clients with crisis assessment, preparedness and response. Jessica has worked on trade and globalization issues for the British Standards Institution, The Embassies of the Netherlands, Mexico, Korea, and for foundations including the Peterson Institute. Jessica holds a Masters Degree from The George Washington University, where she is currently a faculty member in the School of Media and Public Affairs.

SARAH MARS BOWIE, SENIOR ACCOUNT SUPERVISOR

Sarah is a senior account supervisor in our Washington, D.C. office. She is a communications expert who helps clients craft messages and strategies that strengthen brands. Delivering outstanding media relations results, powerful editorial content and well-organized programs, Sarah has managed numerous trade and economic development-related client accounts. Her clients include the Embassy of the Republic of Korea, the Embassy of Japan, the Peterson Institute for International Economics, Korea International Trade Association, Fairfax County Economic Development Authority, NoMa Business Improvement District, International Council of Shopping Centres, Port Everglades, Campaign for Ecosafe Tuna, Arris, DENSO North America, the Pacific Alliance for Sustainable Tuna, and several crisis communications clients. With deep traditional and social media experience, Sarah takes challenging and complicated issues and turns them into feature coverage for her clients. Sarah is fluent in Spanish and has a Bachelor of Arts in International Relations with a minor in Latin American Studies from Michigan State University.

MARTHA SERNA, ACCOUNT SUPERVISOR, PUBLIC AFFAIRS

Martha is an account supervisor in the public affairs practice of FINN Partners' Washington, D.C. office. In this role, she contributes to key communications initiatives, including media relations, social media strategy, social media content creation, message and material development, and research. Martha works on a variety of clients including Virginia's 2019 Commemoration, American Evolution, Fairfax County Economic Development Authority, Embassy of South Korea and Bloomberg Philanthropies. Through her work, Martha has secured media coverage with top media

outlets including *AP*, *NPR*, *The Washington Post*, *Washington Times*, *Virginia Public Radio*, *Virginia News Network*, *SiriusXM – POTUS* and *SiriusXM – Urban View*. Additionally, Martha leads social media and online strategy for the U.S. Consumer Product Safety Commission's Pool Safety campaign.

ELIZABETH BEMENT, SENIOR ACCOUNT EXECUTIVE

Elizabeth Bement has played an integral role in the development of media outreach campaigns across multiple industries, primarily in economic development, consumer education, healthcare, technology, non-profit and public affairs. Her experience includes work on a number of national public relations campaigns, event planning, grassroots advocacy and congressional relations programs. For the past three years, Elizabeth's engagement with Virginia's 2019 Commemoration, American Evolution, a campaign commemorating several pivotal historical events that took place 400 years ago in Virginia, has resulted in over 22 billion media impressions from high-profile publications including *Associated Press*, *C-SPAN*, *FOX News*, *HuffPost*, *The Washington Post*, *The Washington Times* and more. Elizabeth holds a Bachelor of Arts in English from Christopher Newport University.

JONNY RIDDICK, ACCOUNT EXECUTIVE

Jonny Riddick is an account executive in the public affairs practice of FINN Partners' Washington, D.C. office. He contributes to media relations, message development and research for a variety of clients including Bloomberg Philanthropies, The Recording Academy and Emerson Collective. Jonny is a British native: he grew up in Kent, studied Political Science at the University of Edinburgh and worked at a political monitoring firm in London before moving stateside. In D.C. he has gained a graduate degree in Political Communication from The George Washington University, worked in a U.S. Senate press office, and served on a political campaign in Virginia. He brings a unique transatlantic perspective of U.K.-U.S. trade relations to the team.

A08 References

Below we have provided client references. We also asked a few of our clients how they felt about working with the FINN Partners team and here is what they said:

"As the agency of record for Virginia's 400th Anniversary Commemoration, American Evolution, FINN Partners approached the complex challenge of building awareness of Virginia's history with a results-driven planning and execution mindset. The stretch goals the Commemoration set were no match for FINN Partners who delivered results beyond expectations!"

Kathy J. Spangler, Executive Director, AMERICAN EVOLUTION™ | 2019 Commemoration

In 2012 The Embassy of the Republic of Korea hired to FINN Partners to help promote the newly inked Korea-U.S. Free Trade Agreement (KORUS FTA) to the American public. The FINN Partners team created the U.S. Korea Connect program, which provides information, tools and resources for U.S. and Korean businesses interested in taking advantage of the tremendous opportunities available through the KORUS FTA to trade goods, services and ideas.

Our experience working with the FINN Partners team over our multi-year engagement has been nothing but exceptional. The team has a can-do attitude and approaches every new challenge with enthusiasm and attention to detail. From the identification and development of more than 200 success story profiles of U.S. businesses trading with Korea under the KORUS FTA, to the creation of a striking visual identity and messaging, to creating a dynamic social media presence, to building and maintaining a robust website, to rich content development, to conducting high level and grassroots media relations and proactive event outreach and support, the FINN Partners team has provided excellent service and counsel. FINN Partners' work supports our Diplomats as they travel around the country and in the halls of Congress promoting Korea/U.S. relations. We are proud to note that the work FINN Partners has conducted on our behalf has earned many prestigious public relations industry awards - ultimately filling our trophy cases. I highly recommend the FINN Partners team.

- **Michael Apfel, Senior Researcher, Economic Section, Embassy of the Republic of Korea**
Client References

Kathy Spangler
Executive Director
AMERICAN EVOLUTION™ | 2019 Commemoration
Phone: 757.253.5008
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Williamsburg, Virginia 23187-1607
Duration of time as a client: 3 years

Michael Apfel
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Embassy of the Republic of Korea
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Duration of time as a client: 6+ years

Stacy Ritter
President/CEO
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Duration of time as a client: 30 years

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